

September 1, 2011

**Strategic Plan Update 2011-2015
Viterbo University**

University of Opportunity: Hope and Help

Introduction – May 2011

Upon the appointment and inauguration of President Rick Artman in 2006-2007, the Board of Trustees charged the administration, faculty and staff to refresh Viterbo University's strategic plan and present a vision for the future that would guide growth and development of the university, and lead to a successful comprehensive capital campaign. Following a collaborative planning process that focused on leading with Viterbo's strengths, a revised statement of identity and mission was prepared, a set of five core values was articulated, and a bold vision for the future was described.

On January 28, 2008 the Board of Trustees approved the Viterbo University Strategic Plan 2007-2013, The University of Opportunity: Hope and Help. Four institutional priorities were established to focus the resources of the university: Academic Distinction; Catholic and Franciscan Identity; Access, Affordability and Success; and Enrollment Growth.

Progress on the implementation of the plan has been steady and reported regularly to constituents. The university has weathered well the economic downturn of the last several years. A strategic plan is a guide and not a destination, and planning is a fluid process that adjusts to challenges and opportunities. Thus, the Board of Trustees held a planning retreat in October 2010 to assess the status of the plan and to consider adjustments. The trustees directed the president to update the strategic plan and make recommendations to the Board of Trustees at its meeting on May 23, 2011.

The following document was approved in principle by the Board of Trustees on May 23, 2011.

WHO ARE WE?

Identity Statement

Founded and sponsored by the Franciscan Sisters of Perpetual Adoration, Viterbo is a Catholic, Franciscan University in the liberal arts tradition.

WHAT IS OUR PURPOSE?

Mission Statement

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

WHAT DO WE VALUE?

Core Values

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

Contemplation, as we reflect upon the presence of God in our lives and work

Hospitality, as we welcome everyone we encounter as an honored guest

Integrity, as we strive for honesty in everything we say and do

Stewardship, as we practice responsible use of all resources in our trust

Service, as we work for the common good in the spirit of humility and joy

VISION AND PRIORITIES

WHERE ARE WE GOING?

Vision: Leading with its strengths, the University will focus its energies and resources to achieve academic distinction in selected programs, to accelerate plans to improve facilities, to strengthen and steward its financial resources, to grow undergraduate and graduate enrollments, and to ensure that each program and service strives for excellence and supports student success, all within the context of Viterbo's mission and Franciscan heritage.

The University will be a model of servant leadership practices. Governing bodies at all levels will exemplify best practices in academic governance; decision making at all levels will emphasize collegiality, accountability, and transparency.

The University's leadership and initiatives will positively impact the city and county, and produce a cultural change in the region, resulting in a focus on ethical leadership and management in businesses, non-profit organizations, and schools. By graduating more nurses with advanced skills and Christian compassion, the university will better serve health care providers and patients. By graduating more teachers committed to the full-potential and dignity of every child, and by providing advanced opportunities for professional educators, the teaching and learning environments will improve in our schools. More Viterbo undergraduates will be accepted into prestigious graduate programs, bringing with them a dedication to stewardship and responsibility in the practice of their disciplines.

Franciscan hospitality will be a hallmark of our identity. We will strengthen the programs that support the mission of the Franciscan Sisters of Perpetual Adoration and create unique learning and service opportunities that a thriving Catholic university can bring to the diocese, Catholic schools, and to people of all faiths.

The University will make significant strides integrating academic and student life. Varsity athletic, recreational sports, and wellness activities will be expanded to increase enrollments and provide unique opportunities to prepare students for leadership, service, lifelong sports, and healthy lifestyle choices. Varsity teams will be characterized as champions of character and receive individual and team recognition at the conference and national levels.

In addition, the University will provide ubiquitous access to information technology. Classrooms and laboratories will be equipped with technology that best supports learning outcomes. Services for students, faculty, and staff will be enhanced through robust applications and with 24/7 access, speed, mobility, and convenience. Viterbo students, faculty, administrators, and staff are well prepared to utilize technology efficiently, effectively, and ethically.

Measures of sound financial strength will be evident in all financial ratios. Balance sheets will reflect solid yet conservative financial management. Protocols and financial principles will guide allocations and investments as the university continues to be an outstanding steward of its financial resources. The human resources of the university are its most treasured assets; as such, targeted resource allocations will enable the university to recruit and retain outstanding faculty, administrators, staff, and students committed to advancing the identity and mission of Viterbo and who respect and live the values of the university.

HOW WILL WE KNOW IF WE GET THERE?

By the year 2015:

- ◆ Viterbo University's programs in ethical leadership, servant leadership, nursing and dietetics, the fine and performing arts, teacher education, business, and the social and natural sciences will have achieved academic distinction at the national, regional, and/or state levels. While retaining its emphasis on the scholarship of teaching and learning, a graduate culture will be cultivated to support post-baccalaureate programs of study. The academic portfolio reflects more master degree offerings and the addition of two doctorates: the Doctor of Nurse Practice (DNP) and the Ph.D. in Ethical Leadership. Franciscan values and ethics are pervasive in all Viterbo curricula, activities, and services.
- ◆ The La Crosse campus is admired by all for its beauty, safety, and hospitality. The implementation of the campus master plan, completed in 2009, is well underway. A state-of-the-art center for nursing and dietetics education is the newest academic building. New and renovated living facilities better serve student needs. The Fine Arts Center continues to be the epicenter of performing arts in the region and boasts of improved spaces and amenities for patrons of all ages. New and improved athletic facilities accommodate increased varsity and intramural opportunities and offer excellent recreational opportunities for use by the community. A new student center is envisioned that will provide centralized services for students, enhance the dining and retail environment, and provide necessary gathering spaces for a living and learning community.

- ◆ Viterbo's total enrollment, including undergraduate and graduate, full and part-time, ground base and online at multiple campus locations, is 4,000 students; the full-time undergraduate enrollment is 2,000. Affordability, access, and retention have improved for students from the region, especially first generation college students, through the establishment of endowed scholarships, made possible by the generosity of trustees, alumni, and friends. Contributions and commitments to the endowment, through permanently restricted gifts, irrevocable and revocable estate commitments, and funds from operations total \$30 million during this period, strengthening the university for a promising future.
- ◆ A successful, comprehensive fund raising campaign has demonstrated the confidence in the future of Viterbo University. Leaders from the philanthropic, business, health care, education, and civic sectors in the Coulee Region recognize and appreciate the importance and value of the university to the viability of the region. Viterbo continues to be widely recognized for its personal attention to students, in helping them develop the talents, skills, values, and attitudes to lead and to serve with faith, wisdom, and courage as they contribute to the betterment of humankind.

HOW WILL WE GET THERE?

Priorities: The strategic plan focuses on four institutional priorities:

1. Academic Distinction:

- A. Achieve national distinction for the School of Fine Arts in the fields of music, music/theatre, and theatre.
- B. Achieve national distinction for the D.B. Reinhart Institute for Ethics in Leadership through its academic programs, publications, lectures, and collaborative outreach programs that address contemporary ethical issues.
- C. Achieve regional distinction as a center of excellence in nursing education and dietetics education.
- D. Achieve state-wide distinction for selected programs in the social and natural sciences.
- E. Achieve tri-state distinction for preparation, advancement, and continuing education of professional educators.
- F. Achieve regional distinction for the Dahl School of Business in the areas of ethical leadership, responsible business practices, and sustainable management.
- G. Advance the reputation of the Fine Arts Center as the regional epicenter for fine arts programming and entertainment.
- H. Support teaching and learning at increased levels through annual and endowed funds for faculty development, scholarship, and technology.
- I. Having achieved renewed accreditation in 2008 from the Higher Learning Commission through 2018-2019, the university will expand online delivery of selected programs and offer additional master degrees to meet the demands of the region.
- J. Implement fully and assess the mission-driven, outcomes-based university core curriculum.

2. Catholic and Franciscan Identity:

- A. Amplify and apply our Catholic and Franciscan identity for the betterment of our students, community, and common good.
- B. Demonstrate Franciscan hospitality by welcoming and supporting students of all faiths.
- C. Expand opportunities for trustees, faculty, administration, staff, students, and alumni to understand better the content and meaning of the intellectual, spiritual, and ethical traditions of the Catholic faith and of Franciscan traditions and values.
- D. Strengthen partnerships with the FSPA and the Diocese of La Crosse to include cooperative exchanges with regional Catholic high schools, by providing scholarships for educators from and graduates of diocesan Catholic high schools in the region, by collaborating with such organizations as the Franciscan Spirituality Center and Catholic Charities, and by serving as a leading resource for the parish nurse program.
- E. Establish and support a partnership with a Franciscan community of priests/brothers to serve in collaborative ministry with Viterbo, St. Rose Convent, and Mayo Clinic Health System, Franciscan Healthcare-La Crosse.
- F. Implement fully and faithfully the four mission seminars: Franciscan Traditions and Values, Living in a Diverse Society, Serving the Common Good, and the Ethical Life, ensuring all graduates of Viterbo have the opportunity and privilege to understand, respect, and live Franciscan values.

3. Affordability, Access and Student Success:

- A. Increase contributions and commitments to the endowment by approximately \$30 million between 2008 and 2015.
- B. Recruit and prepare academically talented students in selected programs for professional careers, and for graduate and professional schools.
- C. Expand opportunities for distinctive and enhanced international experiences, Spanish language proficiency, and interactions with diverse cultures that better prepare students for success in a global and diverse workforce.
- D. Provide greater access and affordability for talented and financially needy students from the quad-state region, including rural areas, through affordable tuition and fee rates, targeted financial aid resources, and online delivery of specific programs.
- E. Improve retention and graduation rates for traditional, undergraduate students that exceed levels at peer institutions.
- F. Assess continuously the academic and economic viability of programs and services and reallocate resources as an additional means of funding new programs and services.

4. Enrollment Growth:

- A. Increase full time undergraduate enrollment from 1,400 (2007) to 2,000 (2015) and increase total head count enrollment from approximately 3,500 (2007) to 4,000 (2015). Enrollment growth and campus expansion will increase opportunities for students and the community to experience a personalized, values centered living, learning and working environment.

- B. Meet emerging work force needs in the region by expanding the academic portfolio at the undergraduate and graduate levels in selected disciplines.
- C. Respond to the needs of working adults, business, and community for associate and baccalaureate degree completion, certificate programs, continuing professional education, and life-long learning.
- D. Become the partner of choice for regional technical and community college graduates for seamless transfer into certain undergraduate programs.
- E. Sustain an integrated marketing strategy aligned with the strategic plan to enhance academic distinction, student recruitment, fund raising, and the overall reputation of the university.
- F. Implement the Campus Master Plan approved in 2009, with priorities for infrastructure, residence halls, parking, outdoor athletic facilities, the Fine Arts Center, and Student Center/Student Services. Principles of sustainability will be considered in all building projects.

ACTION PLANS PREPARED BY DEANS AND VICE PRESIDENTS ANSWER THE QUESTIONS OF WHO, WHEN, BY WHAT MEANS, WITH WHAT SPECIFIC RESOURCES.

RESOURCES ESTIMATED TO ACHIEVE THESE GOALS ARE INTEGRATED INTO A STRATEGIC PLAN, LONG RANGE BUDGETING MODEL. TUITION INCREASES, ENROLLMENT GROWTH AND FUND RAISING WILL PROVIDE THE RESOURCES TO ACCOMPLISH THESE GOALS.