

Strategic Plan 2023-2028

Mission

The mission of Franciscan Missionaries of Our Lady University is to educate and form Franciscan servant leaders of all faiths. We honor and preserve the legacy of our founders by preparing highly skilled professionals, integrated thinkers, and faith-filled citizens. Inspired by the Franciscan Missionaries of Our Lady to be a living witness to Jesus Christ and the Gospel message, the University is in communion with the teachings of the Catholic Church.

Strategic Goals

I. Advance and integrate the University's Catholic and Franciscan mission

The University will advance and integrate FranU's Catholic and Franciscan mission through faculty and staff mission-centered recruitment and engagement, student servant leadership development, University mission outreach and the establishment of a clear arrangement for religious sponsorship and appropriate governance.

II. Consistently achieve academic excellence

The University will consistently achieve academic excellence in terms of student achievement in coursework and research, and in terms of faculty performance in teaching, research, program development and professional growth.

III. Achieve and sustain optimal enrollment

The University will achieve and sustain optimal enrollment through strategic recruitment and retention initiatives focused on growing and shaping enrollment to meet program capacity while responding to the needs of students and the community.

IV. Ensure fiscal and operational strength

The University will ensure fiscal and operational strength through strategies focused on creating an optimal campus environment, improving operational efficiencies, developing facilities and the campus master plan and stewarding financial resources to advance the University's mission.

V. Grow philanthropy

The University will grow philanthropy through a comprehensive fundraising plan that includes broad constituency engagement, targeted fundraising objectives to meet current and future needs of students and a strategic mix of philanthropic opportunities to support long term institutional sustainability.

Key Themes

The following key themes are woven throughout the strategic plan through the goals and their respective objectives.

1. Justice for the Communities we Serve (JCS)

Throughout the goals and objectives of the Strategic Plan, the University will promote just treatment of employees, students and members of the broader community by responding to God's commandment to love and to serve others, especially those most in need.

2. Strategic partnerships

Throughout the goals and objectives of the Strategic Plan, the University will strengthen existing strategic partnerships and develop new collaborative arrangements that advance FranU's mission and that serve the needs of the community while enhancing overall public awareness of FranU.

3. Academic Research and data driven decision making

Throughout the goals and objectives of the Strategic Plan, the University will develop a culture of research, both in terms of student and faculty scholarship, and in terms of institutional decision-making.

4. Versatility and collaboration

Throughout the goals and objectives of the Strategic Plan, the University will create opportunities meant to broaden the experience of personnel and maximize resources while encouraging collaboration between and among academic disciplines and operational areas of the University.

5. Stewardship of resources

Throughout the goals and objectives of the Strategic Plan, the University will creatively and prudently steward personnel, fiscal and physical resources so as to advance and sustain the mission.

Strategic Goal: I. Advance and integrate the University's Catholic and Franciscan Mission

Objective A: FranU employees embrace and advance the mission (Key Themes: 1,2,5)

- *KPI 1: 100% of finalists for faculty, staff and administrator positions, at the time of their interview, are informed about and assent to the Catholic and Franciscan identity of the University, its implications, and their responsibility to embrace that identity. (1,5)*
- *KPI 2: 100% of employees embrace the mission based on Employee Survey results. (1,5)*
- *KPI 3: 90% of employees advance the mission based on participation in mission-oriented activities. (1,2)*

Objective B: FranU students are Franciscan Servant Leaders (Key Theme: 1,2,3,4)

- *KPI 1: 100% of FranU graduates of all faiths achieve learning outcomes benchmarks aligned with being a Franciscan servant leader. (1)*
- *KPI 2: 100% of clinical and healthcare associated programs participate in Reflecting on Ethics and Catholic Healthcare (REACH) program. (1,3,4)*
- *KPI 3: 90% of students participate in Community engagement events. (1,2)*

Objective C: FranU has established a Franciscan Mission Institute (Key Themes: 1,2,3,5)

- *KPI 1: A formal proposal is approved by the Board of Trustees. (1,2,3,5)*
- *KPI 2: The Franciscan Mission Institute is fully funded and endowed. (2, 5)*

Objective D: FranU has established clarity of governance and sponsorship. (Key Themes: 2,5)

- *KPI 1: A clearly articulated document establishes official and canonically valid sponsorship of the University by June 2024. (2,5)*
- *KPI 2: A clearly articulated document establishes the identity of the University's Member by June 2024. (2,5)*

Strategic Goal II. Consistently achieve academic excellence

Objective A: FranU students consistently achieve academic excellence. (Key Themes: 3,4)

- *KPI 1: 35% of baccalaureate degree graduates author/co-author research and scholarship (accepted for dissemination). (3)*
- *KPI 2: 75% of graduate students will author/coauthor research and scholarship for dissemination. (3)*
- *KPI 3: 90% of highly qualified* FranU students who apply and meet eligibility requirements to FranU graduate/accelerated programs are admitted. (4)*

*[students with a 3.5 undergraduate GPA or higher.]

Objective B: FranU faculty consistently facilitate students' academic excellence. (Key Theme: 3)

- *KPI 1: 25% of full-time faculty author/coauthor research and scholarship* each year. (3)*
- *KPI 2: 90% of full-time and adjunct faculty's overall effectiveness is rated by students as good or excellent.*

Objective C: FranU programs consistently support academic excellence. (Key Themes: 1,4,5)

- *KPI 1: Full time faculty teach at least 60% of credit hours offered in each program.*
- *KPI 2: 100% of academic programs strengthen strategic partnerships** each year (2)*
- *KPI 3: 100% of academic programs engage in inclusive practices. (1).*
- *KPI 4: 100% of academic programs embed curricular or co-curricular interdisciplinary/interprofessional opportunities (4,5)*
- *KPI 5: 90% of academic programs embed curricular or co-curricular simulation activities (4)*
- *KPI 6: 100% of each program's online courses meet or exceed the FranU distance education standards.*
- *KPI 7: 100% of programs achieve regional and national exam pass rates.*

**[examples of strengthening partnerships include, but are not limited to: strengthening advisory boards, expanding scholarship/sponsorship opportunities, expanding and/or strengthening clinicals/internships, expanding the role of external constituents in curriculum or co-curriculum.]

Strategic Goal III. Achieve and Sustain Optimal Enrollment

Objective A: FranU enrollment meets community educational needs and institutional revenue needs. (Key Themes: 1, 2, 3, 4, 5)

- KPI 1: Establish a Strategic Enrollment Management Plan that is updated annually and aligns enrollment targets with strategic priorities and revenue needs of the University.
- KPI 2: Increase degree-seeking transfer student enrollment by 15%.
- KPI 3: Increase enrollment by 25% in programs with capacity and regional job growth projections of >10%.
- KPI 4: Graduate programs will enroll at ideal capacity - DNP (40), PA (30), DPT (40), MHCA (20), MABA (12), FNP (15)
- KPI 5: Establishment of at least 5 non-credit-bearing continuing education programs to meet training and professional development needs of community partners.

Objective B: FranU attracts students who select the university as their first-choice institution. (Key Themes: 2, 3, 5)

- KPI 1: Grow the FTFT (first-time full-time) new student population by 30%.
- KPI 2: 75% of new FTFT students will consider FranU their first-choice institution at the point of enrollment.
- KPI 3: Increase the academic profile (higher median GPA and standardized test scores) of new first-year and graduate cohorts.

Objective C: FranU successfully retains students (Key Themes: 1, 3, 4, 5)

- KPI 1: FTFT Fall to Fall retention rate will be 76%.
- KPI 2: Transfer Fall to Fall retention rate will be 71%.
- KPI 3: Retention rates in critical and gateway courses will be 40%.
- KPI 4: First to second-year retention rate for graduate students will be 90%.

Strategic Goal IV. Ensure fiscal and operational strength

Objective A: FranU has achieved operational efficiencies in support functions (Key Themes: 2, 4, 5)

- *KPI 1: Improve invoice cycle to payment-ready status within 15 days of submission to Finance. (2, 5)*
- *KPI 2: Maintenance requests are responded to within 5 days of submission. (2, 5)*
- *KPI 3: 95% of IT support tickets are resolved within 3 days of submission. (2, 5)*
- *KPI 4: Facility support services are $\geq 80\%$ under the management of FranU. (2, 5)*

Objective B: FranU has an environment that is conducive to employees' and students' optimal work and educational experience (Key Theme: 1, 4, 5)

- *KPI 1: $\geq 85\%$ of employees will participate in HR provided professional development opportunities. (1, 4, 5)*
- *KPI 2: $\geq 85\%$ of employees are satisfied with technology services based on the Employee Satisfaction Survey. (1, 5)*
- *KPI 3: $\geq 85\%$ of students surveyed are satisfied with technology services based on Student Satisfaction Survey. (1, 5)*
- *KPI 4: $\geq 85\%$ of employees surveyed are satisfied with the physical facilities based on Employee Satisfaction Survey. (1, 5)*

Objective C: FranU has a budget that supports the needs of the institution & its academic programs (Key Themes: 3, 4, 5)

- *KPI 1: Establish break-even EBIDTA and improve by a minimum of $\geq 1\%$ annually. (3, 4, 5)*
- *KPI 2: Maintain deferred maintenance aged under three (3) years. (5)*

Objective D: FranU has a contiguous Master Plan (Key Themes: 4, 5)

- *KPI 1: Reduce the non-contiguous campus perimeter by 50%. (4, 5)*

Strategic Goal V. Grow Philanthropy

Objective A: FranU will cultivate opportunities for four (4) new scholarships (Key Theme: 1,2,5)

- *KPI 1: Two (2) scholarships for Catholic high school graduates in the Diocese of Baton Rouge. (1,2,5)*
- *KPI 2: Two (2) scholarships dedicated to FranU programs until all programs have at least one scholarship. (Key themes: 1,5)*

Objective B: FranU Students are engaged from admission to graduation and beyond. (Key Theme: (2,4,5))

- *KPI 1: Faculty participation in alumni-focused activities is increased by 5% annually through 2028. (4,5)*
- *KPI 2: Current student engagement opportunities in alumni activities is increased by two annually through 2028. (2,4)*
- *KPI 3: Opportunities for alumni points of engagement are increased by two annually through 2028. (2,4)*

Objective C: FranU will advance a comprehensive Fundraising Plan (Key Theme: 2,4,5)

- *KPI 1: Secure 25% of grant funding applied for in FY24 with an increase of 5% year over year through 2028. (4, 5)*
- *KPI 2: Annual giving is increased by 7% annually. (5)*
- *KPI 3: Board giving is increased by 5% annually and continued 100% participation. (5)*
- *KPI 4: Planned giving commitments are increased by 5 year-over-year. (2, 5)*
- *KPI 5: Major gifts and/or mid-level giving are increased by 5% annually. (2, 5)*
- *KPI 6: Engage 25% of Fete des Fideles attendees to become major gift prospects or continue as donors. (2, 4, 5)*

Objective D: FranU will advance a comprehensive donor Stewardship Plan (Key Theme: 4,5)

- *KPI 1: A donor stewardship event is conducted in St. Francis Hall (5)*
- *KPI 2: Donor recognition walls in St. Francis Hall are established (5)*
- *KPI 3: A year-long stewardship process to keep donors engaged is conducted (4, 5)*
- *KPI 4: The University team, board, students and others engage in a campaign to thank donors (4, 5)*