



# THE SPIRIT TO BECOME OUR ABSOLUTE BEST

## 2021-2025 Lourdes University Strategic Plan

### VISION

Lourdes University is an innovative, liberal arts institution committed to affordability, access, career readiness and financial stability. We provide a diverse and vibrant learning community that leads to high quality achievement by students, employees and graduates.

### MISSION

Lourdes University, rooted in Catholic and Franciscan traditions, provides a values-centered education that enriches lives and advances academic excellence through the integration of the liberal arts and professional studies.

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**GOAL 1** **Provide Innovative, Vibrant and Relevant Academic and Cocurricular Experiences:** Develop and strengthen programs with high enrollment and market interest. Offer undergraduate students a quality liberal arts experience (curricular, athletic and cocurricular) which prepares them for a meaningful life and a rewarding career in the rapidly changing and complex world. Offer graduate and professional study, which is highly interactive, convenient and affordable.

- STRATEGY 1** Establish an Innovation Work Group to stimulate and evaluate new program and departmental ideas
- STRATEGY 2** Professionals of Color Pathways
- STRATEGY 3** Liberal Arts Integration in Work Force Preparation
- STRATEGY 4** Have Lourdes' Nursing Program known for academic excellence, high pass rates and graduating nursing professionals who value the whole person
- STRATEGY 5** Increased use of athletics as an enrollment driver and campus vitality stimulator
- STRATEGY 6** Create and sustain Multiple Pathways to Learning Supported by Technology

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**GOAL 2** **Strengthen Business Operations:** Maximize enrollment and fundraising revenue streams while leveraging all assets and operational efficiencies to achieve long-term sustainability and growth.

- STRATEGY 1** Assure increases in undergraduate and graduate enrollment by 10% annually, to 1,500 full-time undergraduate students and 300 graduate students by 2025
- STRATEGY 2** Aggressively work to increase retention and graduation rates
- STRATEGY 3** Increase fundraising by 25% over the next four years
- STRATEGY 4** Strengthen and expand partnerships to achieve efficiencies

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**GOAL 3** **Foster A High Quality, Superior Performing Workplace:** Ensure a workplace with accountable and highly competent team members, competitive compensation, sufficient employees to accomplish highly engaged learning experiences, and supports interconnectivity of all University departments.

- STRATEGY 1**      Develop salary plan to achieve appropriate salary mid-points
- STRATEGY 2**      Revise faculty criteria for hiring and promotion in line with Lourdes as a teaching university
- STRATEGY 3**      Promote a mission-driven approach of all employees in their work
- STRATEGY 4**      Develop a performance process which encourages professional development and succession planning
- STRATEGY 5**      Support processes and outcomes with robust technology infrastructure

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**GOAL 4** **Nurture and Support a Community Committed to Social Entrepreneurship:** Build and sustain a community that reflects the greater society, is committed to socioeconomic equality, and provides fair access and opportunities for all faculty, staff and students. Through professional development assure that all employees can address social equity and justice in their work. Maintain an environment in which difficult dialogues are welcome and ongoing.

- STRATEGY 1**      Increase diversity of faculty and staff, reflective of the US population.
- STRATEGY 2**      Increase diversity of students across all programs, especially by gender and race in Nursing and Education
- STRATEGY 3**      Evaluate personnel policies to ensure they support diversity, equity and inclusion
- STRATEGY 4**      Develop a comprehensive and on-going professional development program for employees and students
- STRATEGY 5**      Develop and deliver curriculum and cocurricular experiences which address social equity, interfaith understanding and justice concerns
- STRATEGY 6**      Create co-curricular programs supporting inclusion and addressing needs of all students