



OUR MISSION *(What we do, for whom we do it, and the benefit)*

Xavier University of Louisiana, founded by Saint Katharine Drexel and the Sisters of the Blessed Sacrament, is Catholic and historically Black. The ultimate purpose of the University is to contribute to the promotion of a more just and humane society by preparing its students to assume roles of leadership and service in a global society. This preparation takes place in a diverse learning and teaching environment that incorporates all relevant educational means, including research and community service.

OUR VISION *(Our preferred picture of the future)*

Xavier will be recognized among leading institutions of higher learning where:

Environment

- Students join a vibrant, social and intellectual community where freedom of inquiry, ethical values, celebration of diversity supports student development in a state of art environment.

Student Success

- A broad set of programs and interdisciplinary learning opportunities at the graduate and undergraduate level
- Students’ active engagement leads to lifelong learnings and accomplishing their personal and professional goals.

Academic Excellence and Innovation

- A community of scholars committed to academic achievement and knowledge creation in all domains.

Financial Sustainability

- Student enrollment increases over the next five years

OUR GOALS *(Broad aims that define accomplishment of the mission)*

A. Student Success	Optimize retention, graduation and post-graduate success and overall student satisfaction.
B. Faculty and Staff	Optimize the engagement and accomplishments of faculty and staff.
C. Programs	Provide mission-driven academic and co-curricular programs that respond to changing needs of students, the workforce, and society.
D. Campus	Strengthen the infrastructures to support our educational mission and the campus environment.
E. Financial Stability	Optimize the financial stability of the university.
F. Reputation and Community	Be recognized globally for educational excellence, student development, and community engagement in accord with our mission.

Our Objectives (Specific, measurable targets that define accomplishment of the goal)

		Benchmark AY16-17	Target AY17-18	Goal AY22-23			
A. Student Success	1	Achieve target for global graduation rates for undergraduates (rolling 3-yr average) [footnote 1]		39.6%	41%	45%	
	2	Achieve target for new freshman retention rate (rolling 3-yr average for baseline)	Freshman to Sophomore	72.5%	73%	75%	
	3	Achieve the % of A & S graduates attending, within two years, grad/prof school as measured by the NSCH data			41.1%	42.0%	44.0%
	4	Attain national average pass rate for first time NAPLEX exam takers			77.9%	85.9%	National Average

B. Faculty & Staff	1	Achieve % of FT faculty (tenure line, clinical, library) self-reporting at least one primary scholarship or creative outcome or other outcome as defined by the faculty handbook		In process	50%/20%	80%/20%	
	2	Increase % of faculty who score excellent or superior on fall evaluations of faculty teaching, equal or above 4.77** ([footnote 2])			19.7%	25%	30%
	3	Achieve % of organizational units with scores of 75% "satisfied" or "highly satisfied" as measured by the effectiveness survey [footnote 3]	Faculty	New	baseline		
			Staff	New	baseline		

C. Programs	1	Increase number of new undergraduate, graduate, certificate, and on-line programs added over base year that achieve enrollment targets denominated in CAS tuition units	Undergraduate	1	2	20
			Graduate	0	2	
			Certificate	2	4	
	2	Achieve overall student satisfaction as measured by a composite index [see footnote 4]	Overall	47%	50%	75%

D. Campus	1	Reduce deferred maintenance by allocating 3% (or more) of the annual unrestricted budget.	\$52.87M	\$51.28	\$44.06
	2	Complete the top 5 list of priority campus improvements, including, but not limited to, technology, furniture replacement, etc. [footnote 5]	Top 5	5	5

E. Financial	1a	Achieve Gross Tuition Growth of 3% annually	\$70.1M	\$74.2M	\$86.0M	
	1b	Achieve Dormitory Revenue Growth of 3% annually	\$11.7M	\$12.1M	\$14.0M	
	2	Increase non-traditional revenue.	Private UR Gifts	\$2.4M	\$2.6M	\$3.7M
			IDC	\$2.3M	\$2.5M	\$3.0M
			Other Auxiliary	\$1.3M	\$1.3M	\$1.8M
		Total	\$6.0M	\$6.4M	\$8.5M	
3	Increase fall enrollment by 3% annually		3,044	3,135	3,635	

F. Reputation	1	Maintain top ten ranking for African-American students.	a. Earning UG degrees in biology, chemistry and physical sciences	1	10	10
			b. Entering and completing medical schools	3	10	10
			c. Achieving PhDs in life and physical sciences	7	10	10
			d. Pharmacy graduates	3	10	10
	2	Increase press and national recognition as measured by the number of positive articles/mentions of Xavier in the news.		3500	4025	4428
3	Maintain or improve ranking among HBCUs based on sponsored research expenditures.		14	13	12	
4	Increase the number of nationally recognized figures who are associated by the public with Xavier. [footnote 6]		14	21	31	

Our Critical Success Factors
(Key conditions that must be created for success)

Our Strategies
(Activities required to achieve an objective, control a CSF, or overcome a barrier)

CSFs

- High Intent
- Academically well prepared
- Elective programs
- Quality support

- A1** Develop more opportunities for student scholarship research (esp. in non-STEM).
- A2** Enhance the student advising and mentoring process.
- A3** Dedicate more resources targeted to student support programming. Enhance the utilization of the comprehensive student support program to promote academic excellence and quality of life.
- A4** Establish an honors program to attract and retain high performing students.
- A5** Revise the intensive summer prep pre-freshman year program to *permit* more students.

CSFs

- Inadequate time and resource for scholarly activity
- Adequate orientation on culture and pedagogical technologies
- Adequate resources (human and fiscal) for strategic priorities

- B1** Establish a protocol to return a % of indirect cost to the division to support primary scholarly outcomes.
- B2** Revise chair evaluation of teaching to include teaching, mentoring, and advising. (Includes faculty updated handbook.)
- B3** Assess and align staff and fiscal resource by units to address essential university needs, (enrollment to start) management, IT, facilities.
- B4** Develop a mechanism for staff to provide regular input into university decisions that impact their performance.

CSFs

- Faculty commitment to new programs
- Proactive response to changing student body
- Availability and early awareness of high impact opportunities learning

- C1** Implement new programs.
- C2** Organize focus groups to query student SAT and survey results, and report finding and recommendations to cabinet.

CSFs

- Adequate finances and personnel to reduce referral maintenance, engagement technologies, and scheduled replacement

- D1** Implement identity management system (single sign-on) for campus applications.
- D2** Establish and implement a prioritized schedule for deferred maintenance & emerging technologies.
- D3** Improve the existing processes for stakeholder input to address the decisions affecting campus, facilities, and infrastructures. (Including communication processes.)
- D4** Identify additional funding to support deferred maintenance infrastructure and capitol renewal.
- E1** Diversify revenue streams for unrestricted funds by identifying private partnerships to assist university in the commercial development of existence properties.
- E2** Align faculty and staff size and programs with enrollment goals to achieve sustainable bottom line.
- E3** Develop and implement enrollment strategies to expand and diversify our target student populations. Recruit/retain higher achieving (less academically challenged) students. Recruit more students who can afford tuition without discount. Utilize historical data and predictive analytics to right size scholarship/financial aid packages.
- E4** Review and access the budget process to ensure budgetary goals for revenues and expenditures are properly developed, monitored and adjusted.

CSFs

- Adequate enrollment
- Consistent communications with key stakeholders and donors
- Cost effective processes and operational eff

- F1** Develop and implement strategic communication plan for outreach locally, regionally and nationally.
- F2** Promote the presentation of scholarly and civic activity by faculty, staff and students. Develop recognition program for high quality and committed faculty and high achieving students.
- F3** Establish a plan to effectively engage alumni and other constituents to increase university visibility.
- F4** Provide training opportunities for faculty and staff to enhance grant writing and stewardship.
- F5** Establish a plan to increase Xavier's visibility through comprehensive community-based projects

CSFs

- High quality committed faculty and staff
- High level of retention and graduation
- Highly prepared students
- Effective sponsor program office plus CUR
- Effective engagement with national figures associated with Xavier

OUR POSITIONING (Specific areas of focus to achieve success over the time horizon – How we will win!)

Over the time horizon of the strategic plan, Xavier will

- Diversify programs
- Explore new markets
- Accommodate a more ethnically diverse student body, greater adult student presence on campus, and more graduate programs
- Expand to a larger student body

To respond to this, we will adjust our strategies to consider:

- Making our campus *more* attractive, including issues for student life (intermural programs expansion, e.g.)
- Identifying what we need to do to respond to and manage diversity at the undergraduate level
- Managing how our campus culture responds to these changes
- Defining how, in light of the changes, we remain faithful to our mission

Our Priority Strategies		Name
A2	Enhance the student advisement process for all students to ensure that it has an effective mentoring component.	Anil
A4	Establish an honors program to attract and retain high performing students.	Stassi, Harris
B3	Assess and align staff and fiscal resource by units to address essential university needs (enrollment to start) management, IT, facilities.	Anne, Keyana
C1	Develop new academic programs	Marguerite
D2	Maintain and address a prioritized list of emerging technologies.	Tony, Melva
E3	Develop and implement enrollment strategies to expand and diversify our target student populations. Recruit/retain higher achieving (less academically challenged) students. Recruit more students who can afford tuition without discount.	Keyana
F1	Develop and implement strategic communication plan for outreach locally, regionally and nationally. Develop recognition program for high quality and committed faculty and high achieving students.	Gia, Daniel

When	Our Monitoring Plan
Action Plans	<ul style="list-style-type: none"> • Have a vetting of action plans <i>once drafted by strategy teams.</i>
Monthly	<ul style="list-style-type: none"> • Email report (<i>Scoreboard on progress of strategies</i>) to all members of the Strategic Planning Committee. • Media on positive results.
Quarterly	<ul style="list-style-type: none"> • The Strategic Planning Committee comes together to <i>review strategies and objectives.</i>

Footnotes

1. Graduate Rates A & S – rolling 3-Yr Average, all degrees by UG; AY16-17 = FR-08, FR-09, FR-10
2. Target set fall 2016 – 80th %tile of average score, all items
3. Set of organizational units to be defined, rotating cycle of units to be reviewed; baseline to be set in AY17-18
4. As measured on the IE survey
5. From a priority list defined by President, VP Facilities, and VP ITC annually
6. Advancement to define method for assessing this measure