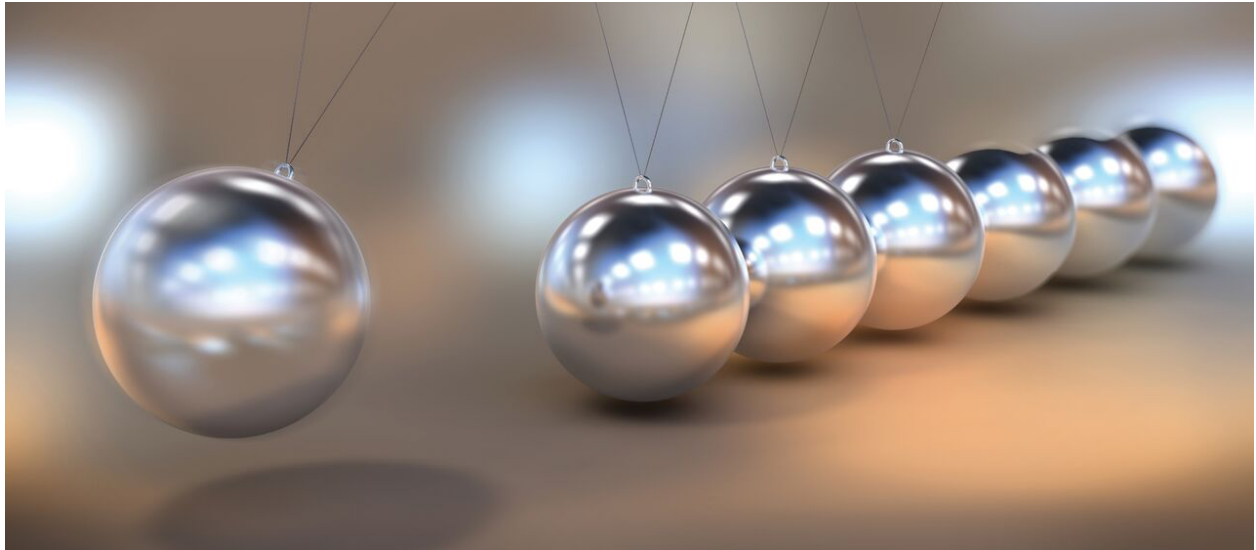


## MOMENTUM: 2022 LA SALLE UNIVERSITY STRATEGIC PLAN



*Of “momentum”, it has been said that the great amount of effort required at the start pales in comparison to what it can ultimately produce at the end.*

La Salle University is building forward momentum.

For over 150 years, La Salle has advanced access to an education of the whole person, delivered by engaged faculty and staff, with an enduring commitment to the value of a foundation in the Liberal Arts and Sciences, extended through the addition of vigorous professional programs at both the undergraduate and graduate levels. La Salle has repeatedly been cited for the value of its degrees, being widely recognized for the return on investment in a La Salle education as it propels our graduates towards achieving significant personal and professional outcomes.



Most recently, La Salle has joined its peers in feeling the headwinds of a shifting demographic marked by a decrease in the number of college-aged students and increased competition from others in the marketplace as the cost of college has steadily increased, significantly outpacing inflation over many years. As students and families have been forced to earmark growing portions of available resources to pay for higher education, an unsettling ‘consumerist’ model has emerged, alongside a developing public disfavor with the Liberal Arts and Sciences

as being unable to deliver career outcomes that justify the higher education investment. Unfortunately, proponents of the Liberal Arts and Sciences have not always been effective in articulating their value beyond the more esoteric outcomes, creating a situation where colleges are scrambling to draw connections between the Liberal Arts and Sciences and measurable career outcomes.



At La Salle, connections between the Liberal Arts and Sciences and successful career outcomes have always been robust. For a school that has historically served, and that continues to serve, significant numbers of first generation college students, those connections have been drawn explicitly and repeatedly. And yet, we find ourselves in an environment that demands of colleges and universities greater identifiable value, challenging our sector to demonstrate career outcomes that justify the corresponding debtload. At the same time, the workplace is insisting upon greater specialization in our professional programs as those sectors become increasingly segmented and concentrated. Students are seeking greater flexibility in pairing professional majors with second and third majors, either from other professional programs or the Liberal Arts & Sciences, as they seek to prepare themselves for careers that do not currently exist.

At La Salle, our response has been to embrace change and reinvention where it makes the most sense, while simultaneously doubling our commitment to the roots and mission of this university that has become a pillar in this city and region over many decades. We have partnered with families and prospective students in reviewing our value proposition and, in so doing, in reconsidering the cost of a college degree. With significant work being done around branding, tuition resetting, program prioritization and completing the early stages of a campus renewal, we are beginning to see indicators of positive response and growth. At the same time, we have moved to a platform of Institutional Learning Outcomes (ILOs), recognizing that a mastery of the skills related to a college education is at least as important as a mastery of the disciplinary content of a given degree. In doing that, La Salle will lead with innovation, graduating students who are agile, resilient, ethically-centered, strong communicators and who have a demonstrated capacity to pivot in unforeseen directions.



This exciting work has begun and we are already seeing a positive response. So how do we build on this forward momentum, fueling the rates of growth, innovation and impact that will carry us into the next 150 years?

## OUR OVERARCHING GOAL

*Over the next five years, with a shared sense of our Catholic Lasallian mission, La Salle University will affirm its place among those colleges and universities recognized nationally for exceptional student outcomes resulting from deeply engaged, integrated, innovative high-impact teaching and learning.*

*Prepared for what lies beyond La Salle, our students will graduate, becoming alumni inspired to lives of success and to advancing the common good.*



We are naming this transformative five-year plan: ***Momentum 2022***.

This strategy will require the construction of a sustainable financial platform of enhanced and diverse revenue streams, prudently managed expenses and a campus wide commitment to programs and practices that ensure future financial fitness. We will grow, attaining and retaining a thriving and academically talented freshman class with strong retention rates and a steady transfer population. Also, we will cultivate and differentiate our graduate and continuing education offerings across the spectrum of traditional models through distance learning.



The students who come to La Salle will be promised an environment that is equally challenging and supportive, that recognizes the value of disciplinary and inter-disciplinary learning, and that emphasizes the need for today's graduates to achieve those distinct La Salle outcomes that will ensure future success. At the same time, these students will be prompted to consider the need that our world has for positive leadership and a commitment to the common good, demanding of them an understanding and dedication to our Lasallian values.

In order to achieve this environment, we will prioritize the attraction, retention and professional development of a community of talented, world-class faculty and staff colleagues. Our campus will advance a robust student experience through its spaces, facilities, amenities and extra-curricular experiences as we prepare our students for successful lives of impact after La Salle. We will invite our La Salle alumni and the broader community to engage as partners in this bold endeavor, enhancing opportunities for real world applications of the pedagogical innovations taking place across our educational activities. As all of this combines into one integrated whole, we will clearly and proudly articulate the La Salle story, increasing momentum for our bright future.

Only then will La Salle University be included in that rarified group of colleges and universities that are nationally reknown for transforming individuals and, consequently, changing the world.

## THEMES

Momentum 2022 is composed of 30 university-wide strategic initiatives, gathered into the following five themes:



- Theme I: Ensuring our Sustainable Community
- Theme II: Fostering our Premier Student Learning Experience
- Theme III: Transforming our Environment
- Theme IV: Cultivating our Community of World Class Colleagues
- Theme V: Sharing our Unique Story

Are these five themes the *only* way that these initiatives could be ordered or grouped? No. Are the 30 initiatives that follow the *only* way that La Salle can achieve its future state? Of course not. There is no singular, exact combination of themes and initiatives that will guarantee the success of this blueprint in achieving our overarching goal. Rather, there are many possible roads to the same destination of La Salle being recognized for leadership in delivering high-impact teaching and learning outcomes and successful graduates who are committed to changing the world.

While the Plan that is outlined in the pages below is ambitious in its goals and timeline, it is a strategy that will evolve over its five-year lifecycle. As early initiatives are achieved and refined, others will emerge. And throughout this period, there will be related strategic activity occurring across the university that is not articulated in this plan, but that will add to the tapestry of activities that are advancing La Salle towards its stated goals.

For each theme, below, a number of key performance indicators have been suggested/identified. Senior academic and administrative leaders will develop annual operational plans throughout the coming five years that identify specific, measurable, annual metrics attached to each initiative. In setting goals for each initiative for subsequent years, attention will be paid to the prior year's results, along with progress required to achieve the long range goals. It is anticipated that the lists of KPIs, below, are suggestive and not exhaustive. As this plan is implemented, KPIs will be solidified.

### THEME I: ENSURING OUR SUSTAINABLE COMMUNITY



Any acceleration of La Salle's prominence as an institution recognized for stellar outcomes in teaching and learning must be grounded in a commitment to achieving a prosperous financial foundation. Moving to an all-funds budget model will incentivize growth at the unit-level, along with the effective management of expenses, ensuring that La Salle is better positioned for greater resilience in challenging economic times.

Financial wellness will be strongly supported by realizing and maintaining vigorous enrollment and net tuition targets, both at the undergraduate and graduate levels. We will ensure that growth is not fueled by any decline in the academic talent of admitted students; actually, we anticipate an improvement in academic selectivity over time. We also anticipate growing our network of academic partnerships with selected secondary schools and community colleges as we develop strong programs supporting the granting of dual/advanced credits and the recruitment of transfer students.

Over the next five years, we will pursue both revenue generation and revenue diversification, while focusing on cost containment. Diversification will come from new programs – academic and otherwise – that expand our academic offerings and campus activities, as well as from increased philanthropic support, especially with the growth of our endowment funds, and increased external support from Commonwealth programs and private foundations. In order for the launch of a comprehensive advancement campaign to be successful in all stages, it will require the heightened engagement of La Salle alumni and other strategic community partners.

In all of these initiatives, strategic investments will continue to be made in order to achieve excellent outcomes; however, operating expenses will be carefully contained throughout, ensuring a right-sizing of La Salle's operations.

#### **UNIVERSITY-WIDE STRATEGIC INITIATIVES**

- a. Develop a comprehensive student retention strategy, integrating Enrollment Services, Student Affairs, and Academic Affairs ;
- b. Establish a framework of partnerships and pathways to support the recruitment of transfer students and the granting of dual/advanced credits;
- c. Increase enrollment from non-traditional locations, nationally and internationally;
- d. Activate campus with an expansion of summer activities and growth of ancillary revenue streams in support of university priorities;
- e. Expand the delivery of academically robust distance learning, focusing on graduate and continuing education;
- f. Develop and launch a comprehensive advancement campaign that ignites the community from across our alumni base and beyond.

## Key Performance Indicators:

- Increase in the proportion of operating revenue from sources other than tuition;
- Achievement of a healthy stabilization of operating costs in relation to revenues;
- Increase in undergraduate enrollment levels and retention rates across populations;
- Increase in levels of philanthropic, government, corporate and foundation support;
- Improvement in rates of alumni participation in philanthropic activities.

## THEME II: FOSTERING OUR PREMIER STUDENT LEARNING EXPERIENCE



La Salle University must embrace a culture of continuous improvement in order to prepare our students for lives of success and impact in our constantly evolving world. We know that our graduating students will encounter an economy that is increasingly competitive, both domestically and globally, as borders become more permeable.

This preparation requires a mastery of two forms of knowledge: the substantive knowledge that lives within the disciplines and that is achieved through each major AND the knowledge that comes from mastery of La Salle’s 12 Institutional Learning Outcomes (ILOs) and that spans all disciplinary boundaries to deliver the essence of a La Salle education. Inspired by the patron Saint of Educators, St. John Baptist de La Salle, our mission is to impart, through a robust teacher-scholar model, an education that is rich, practical, engaged and accessible to all, but in particular to the underserved. This will begin with a reengineered General Education Core Curriculum, focusing on beginning mastery of the 12 ILOs, delivered across the three academic Schools at La Salle. This mastery will be enhanced within all of the majors at La Salle, each of which will deliver a capstone experience that solidifies La Salle academic commitments to each of our students.

To fully prepare for students for “Life after La Salle”, we must also ensure a focused emphasis on integrating learning beyond the classroom. We must commit to providing greater opportunities to apply new knowledge in the community and the workplace, in active research, within student housing experiences, clubs/organizations and across a broader context of career preparation.

At La Salle, teaching our students and preparing them for lives of success and impact is the shared responsibility of every member of our faculty and staff, assured that we will provide a robust, multi- and inter-disciplinary learning experience, starting with an expanded freshman orientation, that will deliver our mission through each and every La Salle graduate.

### UNIVERSITY-WIDE STRATEGIC INITIATIVES

- a. Implement a revised General Education Core Curriculum, driven by La Salle’s 12 Institutional Learning Outcomes (ILOs);
- b. Enhance La Salle’s pedagogical innovation and support for leading teacher-scholars with the establishment of the *De La Salle Institute of Advanced Teaching & Learning*;
- c. Establish a comprehensive, integrated freshman orientation program;
- d. Build a robust “Life After La Salle” transitions program to careers and graduate education, working with La Salle University Alumni Association;
- e. Expand external partnerships to increase student retention, internships, career preparation, and employment opportunities;
- f. Reimagine student housing as a driver of engaged, interdisciplinary, high-impact learning and innovative outcomes;
- g. Commit to academic excellence with the establishment of specific curricular and co-curricular experiences, such as speaker series or academics-in-residence, for our students to confront the most pressing issues of our time;
- h. Establish *Interdisciplinary Centers of Excellence in Teaching, Research & Service* to gather engaged faculty and staff around specific cross-disciplinary projects.



#### Key Performance Indicators:

- Improvement in student engagement as measured by the *National Survey of Student Engagement (NSSE)*;
- Increase in number of new external partnerships providing experiential activities such as internships, clinical placements and employment opportunities;
- Increase in number and rates of students completing experiential opportunities;

- Improved graduate outcomes, including two-year employment rate and graduate admission data;
- Improvement in year-over-year retention rates;
- Assessment of incoming student experience to include Orientation;
- Assessment of Greek Life to ensure behavior and risk management in keeping with national best practices;
- Assessment of ILOs and General Education Core Curriculum

### THEME III: TRANSFORMING OUR ENVIRONMENT



In order to deliver a premier college experience, La Salle must expand its focus beyond achieving excellence in the classroom to ensure that all aspects of student experience are equally strong. La Salle's urban campus is among our greatest assets and we must support this campus with continued investment and visioning.

Through the completion of a Campus Master Plan, La Salle will strategically commit to values such as stewarding the environment through enhanced green spaces, providing a cutting-edge learning commons for our students and re-imagining our comprehensive residential experience. We will expand our student-centeredness with the creation of a dedicated Student Wellness Center that will enhance the health of our students.

This plan will ensure that technology investments are made in support of a superior experience for students, faculty and staff. It will also ensure an appropriate model of public safety to advance and protect the interests of our community.

Additionally, this plan will recognize our recreational and NCAA Division I Athletics programs as critical drivers of student experience and university success. We will commit to establishing an Athletics program that is right-sized, a model of academic excellence for student-athletes who are students first, and that strengthens a proud La Salle tradition of winning and succeeding in NCAA regional and national competitions. Further, we will undertake a close examination of La Salle's premier sports, Men's and Women's Division I Basketball, with a view to ensuring that our approach to these sports aligns with strategic priorities.

#### UNIVERSITY-WIDE STRATEGIC INITIATIVES

- Finalize a multi-year *Campus Master Plan* with specific focus on:
  - Future residential expansion,



- Completing a Learning Commons;
  - Establishing a Welcome Center to support recruitment;
  - Continuing our commitment to enhancing green space across campus;
  - Completing an on-campus Alumni House;
  - Providing additional athletics and recreational spaces for our students and student athletes.
- b. Improve our performance record in NCAA conference championships across all sports, paying particular attention to identifying the role to be played by Men's and Women's basketball in advancing La Salle's strategic priorities;
  - c. Harness technology to drive student success through the facilitation of integrated and connected campus communities;
  - d. Provide leadership in advancing national best practices respecting public safety;
  - e. Create a university wellness strategy to address student health in a holistic, comprehensive, student-centered model.

### **Key Performance Indicators:**

- Improvement in ranking in NSSE "Supportive Campus Environment" Category;
- Completion of multi-year Campus Master Plan with prioritized ranking of projects;
- Completion of comprehensive review of Athletics and goal setting respecting academic and athletic performance success measures;
- Improvement in Safety metrics / Completion of Clery Act and Title IX training programs with a view to enhancing campus safety.

## **THEME IV: CULTIVATING OUR COMMUNITY OF WORLD CLASS COLLEAGUES**



La Salle University's greatest asset in support of advancing our mission is our talented and dedicated faculty and staff. These men and women remain passionately committed to the success of every individual student, to the university's thriving future and to a learning experience that is intimate, rigorous, multi-dimensional and highly impactful. This is the

hallmark of a La Salle education, whether it was completed in 1965 or only being contemplated in 2017.

La Salle is committed to prioritizing the recruitment, development and retention of mission-driven colleagues in pursuit of the greater good. We must continue our promise of a learning environment that is driven by outcomes of intellectual and personal growth, and that is integrated across the campus. We must attract faculty colleagues who are committed to cutting-edge pedagogy and who seek the opportunity to engage in inter-disciplinary collaboration to advance teaching and learning.

Recognizing that our staff colleagues share in our Lasallian teaching mission, La Salle proposes a new leadership development program that will encourage the best efforts and outcomes among our colleagues. This, in partnership with the work of the *De La Salle Institute for Advanced Teaching & Learning*, will create a robust framework for a holistic and integrated approach to teaching and learning across the campus. We will further commit to recognizing, celebrating and supporting those who carry our mission to the students we serve.

### UNIVERSITY-WIDE STRATEGIC INITIATIVES

- a. Develop a comprehensive talent recruitment plan;
- b. Drive excellence in outcomes through the development of a comprehensive performance and risk management program for all colleagues, at all stages of employment;
- c. Assess the suitability of compensation structures such as variable, merit-based opportunities, that will support excellence in and beyond the classroom;
- d. Expand programs intended to celebrate faculty and staff accomplishments, particularly as related to teaching and learning outcomes;
- e. Establish new professional and leadership development programs;
- f. Accelerate progress on faculty and staff compensation improvements.

### Key Performance Indicators:

- Increase in retention levels for talented faculty and staff;
- Implementation and assessment of enhanced orientation program for new faculty and staff;
- Implementation of a cross-campus Leadership Training Program;
- Establishment of a cross-campus employee engagement survey.

## THEME V: SHARING OUR UNIQUE STORY



The success of La Salle’s strategy will only be achieved if we are able to move beyond the status of ‘best kept secret’ to being a widely-known institution with a strong national/international profile and value proposition.

Over the period of this plan, La Salle will ensure a greater understanding, across the community, of the La Salle identity, mission and values.

Embracing this mission, and working with our internal and external partners, we will passionately tell our story; a story of access, value, success and tremendous outcomes. In doing so, we will support the students who we serve and those prospective students of promise who would thrive at La Salle.

### UNIVERSITY-WIDE STRATEGIC INITIATIVES

- a. Articulate the unique identity and mission of La Salle University;
- b. Implement robust programs across faculty, staff, students and trustees, orienting to the La Salle mission, vision and values;
- c. Improve internal and external communication strategies using traditional and emerging media;
- d. Develop and enhance strategic partnerships with neighborhood associations, public and non-profit organizations and government;
- e. Seek opportunities to employ tangible representations across La Salle’s community of our mission, commitments, values and the promises of a transformational La Salle experience;
- f. Expand our brand campaign to ensure enhanced awareness and recognition.

### Key Performance Indicators:

- Adoption of a revised Mission Statement;
- Increase in number of Lasallian Volunteers coming from La Salle University;
- Establishment of an enhanced mission orientation program for all employees, students and trustees;
- Increase in media pick-ups of La Salle press releases;

- Improvement in social media metrics for engagement of internal and external audiences.

## THE ROAD AHEAD

Over the course of the 20<sup>th</sup> century, the mature economies of the world evolved from being *industrial* economies to *knowledge* economies. Now we are at another watershed moment, transitioning to *human* economies—and the shift has profound implications for management.

...

In the human economy, the most valuable workers will be hired hearts. The know-how and analytic skills that made them indispensable in the knowledge economy no longer give them an advantage over increasingly intelligent machines. But they will still bring to their work essential traits that can't be and won't be programmed into software, like creativity, passion, character, and collaborative spirit—their humanity, in other words. The ability to leverage these strengths will be the source of one organization's superiority over another.

Dov Seidman  
 “From the Knowledge Economy to the Human Economy”  
*Harvard Business Review*  
 November 12, 2014

La Salle University is reimagining the role of higher education in our fast-evolving economy. Rather than continuing to react to the unfavorable headwinds and trendlines that are buffeting colleges and universities from every direction, La Salle is positioning itself a national leader in teaching and learning. As we work to propel this university forward, the momentum is unmistakable.



Shifting to a platform of institutional learning outcomes that will be mastered in conjunction with the substantive knowledge organized by discipline, La Salle University is forming graduates for a post-knowledge economy that is marked less by collected information and more by traits and orientations, demanding above all agility, creativity and resilience.

As La Salle University recommits to imagining a financially sound, innovative student experience that is punctuated by inventive programs and spaces, and extraordinary engagement in and beyond the classroom, there is no limit to the impact on future generations of La Salle Explorers and the world they will shape.