

***Our Lady of the Lake College
Institutional Objectives for 2008***

1. Promote the Mission of the Franciscan Missionaries of Our Lady, Our Lady of the Lake College, Our Lady of the Lake Regional Medical Center, the Franciscan Missionaries of Our Lady Health System, and the State of Louisiana by:
 - a. strengthening the Catholicity and the Franciscan nature of the College;
 - b. establishing the Servant Leadership Council.
 - c. participating in the Association of Franciscan Colleges and Universities Symposium and other Catholic higher education conferences and networking opportunities;
 - d. determining the academic programming to address the workforce needs of the populations the College serves and of the System components;
 - e. assisting OLOLRMC in the planning needed to achieve magnet status.
 - f. developing a plan to institute at least five mutually beneficial initiatives for OLOLRMC/OLOLC.

2. Establish an Ethos of Assessment to Build and Sustain Academic Excellence by:
 - a. identifying accreditation standards for the relevant academic disciplines and for the Southern Association of Colleges and Schools and developing action plans so that the academic program is meeting or exceeding those standards;
 - b. reviewing the SACS core requirements and comprehensive standards using assessment data to initiate program improvements and budget priorities;
 - c. developing the Quality Enhancement Plan relating to writing competency to submit to SACS in February 2009;
 - d. creating a coherent core curriculum which emphasizes the notion of “the educated person” as well as cultural awareness and cultural competence;
 - e. developing a multi-year Academic Excellence plan which includes specific faculty and staff additions needed to maintain academic excellence and quality service;
 - f. promoting and supporting multiple forms of faculty development.

3. Recruit, Mentor, Reward, and Retain a Diverse, Highly Qualified and Engaged Faculty and Staff by:
 - a. determining whether issuing multi-year contracts for faculty should be adopted to recruit and retain quality faculty;
 - b. promoting the Council of Independent Colleges Tuition Exchange Program as a significant employee benefit;
 - c. setting the doctorate or other appropriate terminal degree as a basic expectation for new faculty hires.
 - d. ensuring that faculty and staff assume responsibility for maintaining applicable licensure, membership, and participation in professional organizations and for attaining minimum continuing education as required by licensing boards.

4. Recruit, Retain, and Graduate a Diverse and Highly Qualified Student Body by:

- a. maintaining enrollment so that semester credit hour generation is equal to or greater than that of Fall 2007;
 - b. implementing a comprehensive retention plan that focuses on fostering success for all OLOL College students and establishes the specific goal of improving first year retention by 5% once the plan is enacted;
 - c. improving student satisfaction so that OLOLC seniors will improve on the 2007 National Survey of Student Engagement measures of 1) evaluating their entire educational experience and on 2) responding affirmatively regarding whether they would attend OLOLC if they were to start over again;
 - d. developing student friendly processes such as on-line registration and tuition payment, timely financial aid packaging, and efficient, accurate, “above and beyond” service, quality advising, and mentoring in all campus interactions;
 - e. developing a recruitment plan to increase the number, quality, and diversity of new freshmen and transfer students with the specific goal of increasing new First Time in College applicants by 10%;
 - f. piloting courses in distance learning;
 - g. exploring partnerships and articulation agreements with area high schools, with particular emphasis on the Catholic schools in the state.
 - h. commissioning a study to assess the current structure for addressing professional education and continuing education opportunities to meet the needs of the Baton Rouge community and the System components;
 - i. considering feasibility studies for new degree programs, particularly in areas such as bioinformatics, RN-MSN, and allied health; attention should also be paid to developing degree programs which are attractive to students who may initially want to major in nursing but who are unable to be admitted to the undergraduate nursing program due to program capacity;
 - j. completing the feasibility study of transitioning the associate degree in nursing to a generic bachelor’s degree in nursing.
5. Create a Distinctive College Identity:
- a. creating a marketing thrust based on the results of the 2007 market research which highlights the broader offerings of the College;
 - b. designing a website, catalogue, and publications template that includes elements of the new thrust;
 - c. determining the role of the Health Career Institute in achieving the long term vision of having the College become the primary educational resource for the FMOLHS;
6. Move Toward a Unified Physical Campus by:
- a. researching the possible occupation of buildings which will become vacant which are located in the College ideal perimeter and occupying at least two additional buildings to increase the space available for OLOLC students;
 - b. reviewing and determining a course of action from the various options provided by MGT regarding the ideal Centennial site for the College.

7. Establish a Culture of Investment and Stewardship to Ensure the Financial Sustainability of the College by:
 - a. structuring endowment guidelines, investment oversight, gift acceptance policies and other policies/procedures to ensure an ethical and transparent fundraising operation;
 - b. identifying needs and priorities to develop case statements requesting financial support;
 - c. delineating giving opportunities, implementation and successes on www.ololcollege.edu;
 - d. launching endowment and inaugural alumni fund opportunities at 85th anniversary celebration;
 - e. identifying and reconnecting with current donors; developing timeline for targeted foundation and corporate funding requests; with leadership, identifying potential individual constituents and cultivation schedule;
 - f. working with Admissions to develop new brand and updated look for materials and www.ololcollege.edu;
 - g. developing a public face for *The Centennial Compass*;
 - h. coordinating and producing for distribution at 85th anniversary celebration an economic impact study of OLOLC on the greater Baton Rouge Region;
 - i. producing a President's Annual Report;
 - j. outlining structure for alumni magazine – may initially be a newsletter;
 - k. with marketing, developing communication materials for event including: save the date cards, invitations, programs, logos, etc.
 - l. verifying and increasing alumni database; identify “champions” to contact targeted graduates;
 - m. increasing awareness of alumni association through campus activities this year
 - n. developing formal association structure, dues guidelines, benefits, etc.
 - o. structuring an anniversary celebration weekend including a Mass, social events, celebration dinner, presentation of awards, etc.; recruiting an active committee to help facilitate a strong attendance.

8. Evolve purposefully from a Dependent Component of OLOLRMC and FMOLHS to an Interdependent Entity that manages its own destiny by:
 - a. generating recommendations and implementing action plans from work groups consisting of College and OLOLRMC personnel about processes and procedures that are more appropriate to be handled exclusively by the College because of the differences in the core businesses of the two entities;
 - b. following up on the recommendations to FMOLHS regarding the ways that communication with and knowledge of the College can be enhanced throughout the System.
 - c. updating leases, the service level agreement with OLOLRMC, and a plan to incrementally increase any allocations determined by FMOLHS so that the College maintains its stable financial situation while gradually decreasing its financial dependence on OLOLRMC.

During 2008, Dr. Harper will:

1. Engage the various college constituencies with ongoing College initiatives by:
 - a. hosting different faculty groups to engage in ongoing dialogue about improving the academic ambience of the campus;
 - b. working with the Our Lady of the Lake College Alumni Association to develop their initiatives, especially as they relate to the College 85th anniversary year;
 - c. participating in dialogue with OLOLRMC and FMOLHS representatives to capitalize on the potential synergy between these entities;
 - d. participating in college, city, state, and national activities to increase the visibility of OLOL College in the broader community;
 - e. communicating with college donors to update them on the activities of the College;
 - f. working with the College Board Committees to use their expertise to implement successfully the strategic plan and the long term vision of the College.
 - g. working with the College Board to implement the recently approved Board self-evaluation procedure.

2. Facilitate the implementation of The *Centennial Compass*.

Submitted for consideration by President Sandra S. Harper
to Our Lady of the Lake College Board of Trustees
March 20, 2008