



**OUR LADY
OF THE LAKE
COLLEGE**

*Franciscan Missionaries of
Our Lady Health System*

The Centennial Compass:

A Long Term Vision and Strategic Plan

for Our Lady of the Lake College

Presented to the

Franciscan Missionaries of Our Lady

by

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The Centennial Compass for Our Lady of the Lake College

Preamble

The Centennial Compass is a long term vision and strategic plan for Our Lady of the Lake College, which was requested by the Franciscan Missionaries of Our Lady in 2007. President Sandra S. Harper, who joined the College as its president in 2006, launched a planning process involving faculty, staff, students, members of the Board of Trustees, and representatives from the Franciscan Missionaries of Our Lady, Our Lady of the Lake Regional Medical Center, the FMOL Health System, and members of the broader community.

This planning process builds upon the excellent Our Lady of the Lake School of Nursing, which was founded by the Franciscan Missionaries of Our Lady in 1923 in conjunction with the establishment of Our Lady of the Lake Sanitarium in the Capitol Lake area of downtown Baton Rouge, Louisiana. The school was an integral part of the new hospital's program of service to the community. Five students from the St. Francis Sanitarium in Monroe, Louisiana formed the nucleus of the first class of nine students. The students lived, attended class and cared for patients in the hospital overlooking Capitol Lake. Upon completion of three calendar years of education, the students were awarded diplomas in nursing.

Over the years the curriculum was revised to incorporate advances in medical science, nursing science, nursing practice and nursing education. By the close of the 1970s, the School of Nursing became a commuter school and no longer offered on-campus housing. This coincided with the relocation of Our Lady of the Lake Regional Medical Center to its present site on Essen Lane. During the 1980s, in response to current trends in nursing education and licensure, the faculty began exploring options to position nursing education within the collegiate setting. In 1989 the process culminated with the decision of the Franciscan Missionaries and the medical center administration to transition the diploma program into an Associate Degree in Nursing program within a degree granting institution of higher education.

In May 1990, Our Lady of the Lake College of Nursing and Allied Health was registered with the Louisiana Secretary of State and the Louisiana State Board of Regents. In July 1990, the Louisiana State Board of Nursing granted the college initial approval to offer the Associate Degree program in Nursing and to admit the first class in August 1990. Regional accreditation of the college was initially granted in June 1994. In July of 1995, the college was officially renamed Our Lady of the Lake College. During the decade of the 1990s, the College grew from a student body of less than 200 students to 1,000 students.

The growth of the student population and the increased variety of academic programming characterized the history of the College from 2000-2005. The student population doubled from 1,000 to 2,000 students and the academic programming expanded beyond nursing and allied health to degree programs in the humanities,

behavioral sciences, and the natural sciences. In 2005, the College was approved by the Southern Association of Colleges and Schools (SACS) to offer masters degrees (in nursing, nurse anesthesia, and medical science-PA) in addition to baccalaureate degrees, associate degrees, and certificates. Eighty-four years after its founding, the College is recognized by its students for the quality of its faculty, its academic entrance standards, the value of an Our Lady of the Lake College degree, its career counseling opportunities, and the supportive nature of the administration.

The College is now at a critical juncture. Strong programs and positive reputations have enabled rapid growth and expanded programming; hence, the value of the College to the local community and region has increased. The impact of Hurricanes Katrina and Rita on the region have challenged and created new demands for the health care system and infrastructures. As a result, it is more important than ever for the College to sustain and expand its academic excellence, service to the people of Louisiana, and commitment to the values of the Franciscan Missionaries of Our Lady. Thus, 2007 is a particularly significant time for the College as it charts its future towards its Centennial Year in 2023.

Our Lady of the Lake College is informed by the following core values of the Franciscan Missionaries of Our Lady:

- ❖ Service: The privilege of reaching out to meet the needs of others;
- ❖ Reverence and Love for All Life: Acknowledging that all of life is a gift from God;
- ❖ Joyfulness of Spirit: An awareness of being blessed by God in all things;
- ❖ Humility: Being authentic in serving as an instrument of God.
- ❖ Justice: Striving for equity and fairness in relationships, with special concern for those most in need.

The long term vision and strategic plan for Our Lady of the Lake College reflects these core values. The centerpieces of *The Centennial Compass* are the unifying themes of *Learning, Serving, and Thriving*.

Learning

“Let the wise listen and add to their learning, and let the discerning get guidance” Proverbs 1:4-6

At this point in its development, the College needs to define itself within the academic community of Catholic master’s level institutions. To that end, the College Board of Trustees in March 2007 approved a list of eleven institutions which will be considered the College comparison institutions. See Appendix A. The College administrators, faculty, staff, and students will participate in scholarly activity and professional development to build and sustain academic excellence. Our Lady of the Lake College will emphasize learning, not just in the classroom, but in its workplace interactions, and in its collaborations with the internal and external community. The College will commit to being constructively critical of all of its academic and administrative programs and processes so that it can improve them. The College will

commit to openness and transparency in its operations and to encouraging important feedback from all of its constituencies so that a dynamic, creative academic community thrives.

The Commitments to Build a Learning Community

- **Establish an Ethos of Assessment to Build and Sustain Academic Excellence**
- **Recruit, Mentor, Reward, and Retain a Diverse, Highly Qualified and Engaged Faculty and Staff**
- **Recruit, Retain and Graduate a Diverse and Highly Qualified Student Body**

Serving

“Dear children, let us not love with words or tongue but with actions and in truth.” 1 [John 3:17-18](#)

As the College Mission statement says: “We are, with God's help, a healing and spiritual presence for each other and for the communities we are privileged to serve.” As we approach the Centennial, Our Lady of the Lake College will more deliberately serve the community beyond the campus. The College will strive to be classified by the Carnegie Foundation for the Advancement of Teaching as a college dedicated to community engagement. Our Lady of the Lake College will design an academic program “where teaching, learning and scholarship engage faculty, students, and community in mutually beneficial and respectful collaboration to address community-identified needs, deepen students’ civic and academic learning, enhance community well-being, and enrich the scholarship of the institution” (<http://www.carnegiefoundation.org/classifications>). The College will establish productive partnerships with various agencies and organizations in order to build the capacity of the health care sector in the State of Louisiana.

The Commitment to Serve

- **Promote the mission of the Franciscan Missionaries of Our Lady, Our Lady of the Lake College, the Our Lady of the Lake Regional Medical Center, the Franciscan Missionaries of Our Lady Health System, and the State of Louisiana.**

Thriving

“For I know the plans that I have for you,” declares the LORD, ‘plans for welfare and not for calamity to give you a future and a hope.’” [Jeremiah 29:11-12](#)

Hurricanes Katrina and Rita dealt a catastrophic blow to the State of Louisiana and all Louisiana colleges and universities suffered enrollment declines in 2005-2006. Our Lady of the Lake College rebounded to pre-Katrina levels in headcount in the spring 2007 semester, but semester credit hour production continued to lag behind pre-storm levels. The Fall 2007 enrollment appears to have stemmed that tide and the semester credit hour enrollment is slightly higher than Fall 2006. Enrollment stands at 2,086.

However, the current space deficit of 75,000 square feet. (according to space models for similar institutions) and the lack of significant revenue streams beyond student tuition/fees and the support from Our Lady of the Lake Regional Medical Center are factors that will slow, if not stymie, future growth. In many ways, the College is still perceived to be a department of the hospital with a hundred or so nursing students instead of the Level III master's degree granting institution which serves approximately 2,100 students who study a variety of academic disciplines.

The College must build upon its established foundations and create new structures and opportunities in order to flourish. To do so, the College leadership must launch a multi-faceted communication plan to raise the awareness of the College in the academic community, Our Lady of the Lake Regional Medical Center, the Franciscan Missionaries of Our Lady Health System, and the State of Louisiana. Individuals who want the College to thrive will need to step up with their time, talent, and treasure to ensure that the legacy of the Franciscan Missionaries of Our Lady continues into its Second Century.

The Commitments to Enable the College and its Mission to Thrive in its Second Century:

- **Create a Distinctive College Identity**
- **Move toward a Unified Physical Campus**
- **Establish a Culture of Investment and Stewardship to Ensure the Financial Sustainability of the College**
- **Evolve purposefully from a dependent component of OLOLRMC and FMOLHS to an interdependent entity that controls its own destiny.**

Long Term Vision for the College at Its Centennial (2023)

After careful deliberation, the OLOLC community has determined that, by its Centennial in 2023, Our Lady of the Lake College will:

- ✓ Commit to intensifying the healing ministry of Jesus Christ by expanding the concept of health to include the physical, mental, emotional, spiritual, and intellectual aspects of health and by expanding the academic programming associated with each of these elements of health.
- ✓ Be recognized throughout the Franciscan Missionaries of Our Lady Health System as the System's primary educational resource in both the academic program and professional development areas;
- ✓ Be a leader in educating the healthcare workforce in Louisiana;
- ✓ Be recognized by the Carnegie Foundation for the Advancement of Teaching in its Community Engagement Classification;
- ✓ Create an Institute of Health Literacy and Health Policy;
- ✓ Be viewed as a major contributor to the intellectual capital of the State of Louisiana.

In order to achieve this vision, the College recommends that the Centennial Commitments, described in the next section, be fulfilled from 2007-2012.

The Commitments to Learning

Establish an Ethos of Assessment to Build and Sustain Academic Excellence

OLOLC will seek to foster a culture of academic excellence that allows students the opportunity to grow in knowledge and in understanding of the human condition. In order to accomplish this, it is imperative that the college community have appropriate provisions relative to access, academics, and accountability.

Steps to Achieve this Commitment:

- *Create a coherent core curriculum which emphasizes the notion of “the educated person” as well as cultural awareness and cultural competence*
- *Establish a Center for Teaching and Learning and a Testing Center*
- *Complete feasibility studies for possible program expansion at the baccalaureate and graduate levels, including the feasibility of transitioning the associate degree in nursing to a generic bachelor’s degree in nursing or offering programs simultaneously.*
- *Successfully implement the Datatel Colleague project and College Technology Plan*
- *Define the scholarly expectations of OLOLC*
- *Implement Program Reviews on a Systematic Basis*
- *Pilot several distance education courses to determine their viability*
- *Select and implement a Quality Enhancement Plan which focuses on supporting student learning*

Recruit, Mentor, Reward, and Retain a Diverse, Highly Qualified and Engaged Faculty and Staff

OLOLC believes that faculty excellence and faculty diversity go hand in hand. Accordingly, recruitment efforts will place an equal premium on faculty qualifications and the diverse range of experiences, backgrounds, and perspectives each can bring to engaged service. The College is committed to providing the mentoring and rewards necessary to retain a faculty of excellence.

Steps to Achieve this Commitment:

- *Increase the number of full time faculty so that the majority of OLOLC undergraduate classes in each School are taught by full time faculty*
- *Determine whether issuing multi-year contracts for faculty should be adopted to recruit and retain quality faculty*
- *Determine if having reciprocal scholarship exchange programs and/or tuition waivers for faculty/staff dependents should be adopted to recruit and retain quality faculty and staff*
- *Set target for percentage of faculty with terminal degrees*
- *Implement a Mentor Program for faculty/ staff with particular emphasis on professional expectations of a higher education environment*
- *Complete exit interviews for faculty and staff*

Recruit, Retain and Graduate a Diverse and Highly Qualified Student Body

Understanding the clear relationships between recruitment and retention, OLOLC will balance its commitment to accessibility with its resolve to recruit students who can succeed academically. The further understanding that the diversity of a student body contributes significantly to the richness of the academic experience will help direct student recruitment.

Steps to Achieve this Commitment:

- *Develop a student recruiting and retention plan to achieve enrollment, retention, and graduation targets which match private institutions with similar admissions criteria*
- *Increase the number of donor generated scholarships to support access to an OLOLC education*
- *Identify student outcomes of OLOLC graduates*
- *Sustain moderate growth (3% student credit hours annually)*

The Commitment to Serve

Promote the Mission of the Franciscan Missionaries of Our Lady, Our Lady of the Lake College, the Our Lady of the Lake Regional Medical Center, the Franciscan Missionaries of Our Lady Health System, and the State of Louisiana.

Our Lady of the Lake College is the only Catholic college in Louisiana outside of the New Orleans area. This places OLOLC in a position to impact student learning in a manner that facilitates not only cognitive development of the individual, but also spiritual development as well. A focus upon strengthening the Catholicity of the college is necessary in the areas of curriculum, community (co-curriculum and civic engagement), and collaboration (participation in external organizations). Additionally, it is inherent in the mission of OLOLC that diversity is embraced and celebrated.

Steps to Achieve this Commitment:

- *Determine the academic programming to address the workforce needs of the populations the College serves and of the System components*
- *Participate in planning efforts with OLOLRMC, FMOLHS, the Diocese of Baton Rouge, the City-Parish of East Baton Rouge, and any health initiative in the State*
- *Establish FMOL affiliate scholarships*
- *Launch the FMOL Catholic Healthcare Leadership Academy*
- *Add civic engagement language to the College mission statement to more appropriately emphasize the FMOL core value of service in College curricular and co-curricular programming*
- *Assist OLOLRMC in its aspiration to achieve premier status*
- *Collaborate to establish a Virtual Hospital.*

The Commitments to Thrive in the Second Century

Create a Distinctive College Identity

Our Lady of the Lake College will become known throughout the State of Louisiana as an academically sound Catholic College with a health focus which provides an engaged climate of learning for qualified students. Members of the Lake College community will understand that the Lake College educational experience is designed for individuals to use the education that is acquired at the College to help our society, especially those most in need.

Steps to Achieve this Commitment:

- *Emphasize the College's Catholicity in the Life of the Campus and support the emphasis by hiring a campus chaplain*
- *Participate in Catholic higher education conferences, particularly those sponsored by the Association of Franciscan Colleges and Universities*
- *Emphasize the FMOL on the website and in activities throughout the year*
- *Launch a new website and a new slogan*
- *Publicize and promote stories so that OLOLC has a presence in free media at least once a month.*
- *Have periodic campus discussions on provocative topics from Ex Corde Ecclesiae and Ethical and Religious Directives*

Move Toward a Unified Physical Campus

To ensure that the education of the Our Lady of the Lake College student and the work of faculty and staff occur in a well-defined, safe, and aesthetically-pleasing setting, a move toward a more unified physical campus is a necessity. In its Second Century, Our Lady of the Lake College needs expanded, superior facilities to better serve the increased number of students, faculty and staff. OLOL College will construct/acquire buildings by the centennial year of 2023 to meet the demand for an institution of higher learning with facilities to serve the various academic disciplines as well as a library, student center, chapel, alumni center and administrative center.

Steps to Achieve this Commitment:

- *Open the Information Commons(Library) and the Student Center*
- *Re-locate College services at 7434 Perkins Road to the Hennessy, Essen, Picardy, Dijon perimeter*
- *Design appropriate gathering spaces for faculty, student, and staff interaction*
- *Select a centennial site for the campus in conjunction with determining the projected space demands for OLOLRMC.*

Establish a Culture of Investment and Stewardship to Ensure the Financial Sustainability of the College

21st Century institutions of higher education need to expand their revenue streams to ensure their financial viability and their academic excellence. Our Lady of the Lake College is no exception. Although significant increases in the College endowment will require long-term relationship building and cultivation, the College needs immediately to lay the foundation for institutional advancement efforts emphasizing friend raising and fund raising.

Steps to Achieve this Commitment:

- *Nurture the newly formed College Alumni Association*
- *Establish calendar to hire Institutional Advancement personnel*
- *Launch an Annual Fund*
- *Initiate a Feasibility Study for a Capital Campaign*
- *Delineate planned giving and endowed scholarship language (and other giving opportunities) on the College website*
- *Delineate philanthropic expectations for various college constituencies*
- *Implement self-evaluation for the Board of Trustees*
- *Set targets for endowment generation*
- *Establish FMOL Challenge Grant Program*

Evolve Purposefully from a Dependent Component of OLOLRMC and FMOLHS to an Interdependent Entity that Manages its Own Destiny

The essential importance of continuing and expanded self-governance in all matters of Our Lady of the Lake College must remain in the forefront, must remain inviolate, and must be expanded wherever possible, appropriate, and necessary.

Steps to Achieve this Commitment:

- *Add College Human Resources staff member to work on improved College work environment;*
- *Generate recommendations and implement 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;*
- *Evaluate the effectiveness and efficiency of the FMOLHS Information Technology reorganization to determine if its implementation enhances student learning, is appropriate for meeting the College objectives of its programs, and provides OLOLC students with access to and training in the use of technology.*

Appendix A

Our Lady of the Lake College Peer Institutions

1. Marymount University in Arlington, Virginia <http://www.marymount.edu/>
2. Mount Aloysius in Cresson, Pennsylvania <http://www.mtaloy.edu/>
3. Mercyhurst in Erie, Pennsylvania <http://www.mercyhurst.edu>
4. Mount St. Mary's in Los Angeles, California <http://www.msmla.edu/>
5. University of St. Francis-Ft. Wayne in Fort Wayne, Indiana <http://www.sf.edu>
6. Gwynedd Mercy College in Gwynedd Valley, Pennsylvania <http://www.gmc.edu/>
7. St. Francis University in Loretto, Pennsylvania <http://www.francis.edu/>
8. Felician College in Lodi and Rutherford, New Jersey <http://www.felician.edu/>
9. Marian College in Indianapolis, Indiana <http://www.marian.edu/>
10. Thomas More College in Crestview Hills, Kentucky <http://www.thomasmore.edu/>
11. Our Lady of Holy Cross College in New Orleans, Louisiana <http://www.olhcc.edu/>

Appendix B

LONG TERM CALENDAR

2007-2009	2009-2011	2011-2014	2014-2019	2019-2023
<p>Address in Student Retention Plan five areas where College is low in student satisfaction but very important to students (Listed by priority)</p> <ul style="list-style-type: none"> - Support Personnel - Activity Accommodations - Campus Atmosphere - Usefulness of Website - Quality of Clinical Rotations <p>Space Priorities</p> <ul style="list-style-type: none"> - Library - Lab Space - Student Center <p>Development Infrastructure Begins</p> <p>Campus Chaplain Hired</p> <p>Board Evaluation is Implemented</p> <p>Faculty Hires in areas where</p>	<p>Faculty Hires in areas where extensive Adjuncts are used</p> <p>QEP begins</p> <p>Services in Administration Building completely moved to Campus Proper</p> <p>Feasibility Studies for New Program Development and Expansion of Existing Sites</p> <p>Research Foci identified based on priorities identified by FMOLHS and Funding Priorities of NIH, Robert Woods Johnson Foundation, and NSF (and other funding entities interested in health and wellness issues)</p> <p>Center for Excellence in Teaching and Learning established</p> <p>Virtual Hospital Fundraising</p>	<p>Monthly visibility in Advocate</p> <p>90th Birthday Celebration</p> <p>FMOL Catholic Healthcare Leadership Academy established</p> <p>Living Wellness Program for Faculty, Staff and students established</p> <p>Feasibility Study for Capital Campaign</p> <p>Feasibility Study to Develop Privatized Housing</p>	<p>Virtual Hospital established</p> <p>OLOLC has sites in Lafayette and Monroe (in addition to Baton Rouge and New Orleans)</p> <p>95th Birthday Celebration</p> <p>Capital Campaign Kickoff</p>	<p>Capital Campaign concludes</p> <p>Unified Campus is completed</p> <p>Centennial Year of Celebrations Concluding with Gala</p>

<p>extensive Adjuncts are used</p> <p>Board Selection Process Developed</p> <p>Faculty Recruiting and Retention Plan Developed</p> <p>Student Recruiting and Retention Plan Developed</p> <p>Centennial Location of College is determined</p> <p>85th Birthday Celebration</p> <p>Partnerships with Hospitals, Other Colleges/Universities, Community Organizations established</p> <p>Expansion of Datatel Colleague Project</p>	<p>Title III Grant Submitted</p>			
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