

OHIO DOMINICAN UNIVERSITY
Strategic Plan 2012-2017
ROADMAP TO THE FUTURE

August 30, 2012

MISSION OF OHIO DOMINICAN UNIVERSITY:

As a Catholic liberal arts university in the Dominican tradition, Ohio Dominican University is guided in its educational mission by the Dominican motto: to contemplate truth and to share with others the fruits of this contemplation. Ohio Dominican educates all individuals committed to intellectual, spiritual and professional growth to become lifelong learners committed to serving others in a global society, as ethical and effective leaders grounded in the pursuit of truth, justice and peace.

VISION FOR OHIO DOMINICAN UNIVERSITY:

Ohio Dominican University has a strong regional reputation as a “first choice” institution. We are known for the high quality of our faculty, staff and students. We embrace our Catholic and Dominican identity as well as our teaching and learning excellence.

Our academic profile has greatly improved, and we are deeply committed to academic quality. Our curriculum is robust, academically challenging, relevant and responsive to the changing and complex world we live in.

Our students are engaged and empowered. They graduate with a clear moral compass and a desire to contribute meaningfully to society. They are well prepared for their chosen professions and motivated to make a significant difference in their lives and others.

Our campus is beautiful and vibrant. Visitors are impressed by the sense of school spirit and a welcoming attitude. Students participate in a robust variety of academic, artistic and athletic events displaying a distinctive ODU spirit. We have achieved sustainable financial health, enabling us to reinvest our resources toward our most important priorities. We have made the tough decisions necessary to diversify our funding streams, grow our endowment, and achieve sustainable enrollment growth.

Technology is appropriately and sensibly infused throughout our campus, in our classes and operations. It enhances teaching, learning and research.

ODU is strong academically and financially with the clear prospect for an ever brighter future within our grasp.

THE PLANNING PROCESS:

The *Roadmap to the Future* results from efforts of a 35-member task force comprised of administrators, faculty and staff from across the University. Between September 2011 and April 2012, the task force met as a whole for six full days and spent many more hours gathering data and working in smaller groups. Over 1,000 key stakeholders (alumni, faculty, staff, students, trustees, Congregational members and community leaders) provided input about the challenges and opportunities facing the University. Over the winter, members of the Planning Task Force worked in committees to prepare a set of concept papers that contextualized the themes, explored the challenges facing the University, and suggested ways to move forward. The concept papers formed the foundation for the University's Vision Statement and the present Strategic Plan. From these, the Planning Task Force developed four strategic goals as essential to the future of Ohio Dominican University:

**OHIO DOMINICAN UNIVERSITY WILL FOCUS ON FOUR STRATEGIC GOALS:
ACADEMIC EXCELLENCE, RESOURCE STABILITY, COMMUNITY POSITIONING,
AND CAMPUS LIFE.**

Goal 1 – ACADEMIC EXCELLENCE: We will implement a comprehensive plan to attract and retain highly qualified students, support and develop an even stronger faculty, and provide strong academic programs that are diverse and market sensitive.

A. Undergraduate Students

The following initiatives must be achieved to enhance the quality of our traditional undergraduates:

1. *Raising the minimum high school GPA for admission to 2.5.*
2. *For this year we will only admit students with at least a 2.3 high school GPA as we move towards a GPA floor of 2.5 for the following year.*
2. *Increasing the ACT inter-quartile range for the incoming freshman class to 21-25.*
3. *Increasing the average GPA for the incoming freshman class above 3.4.*
4. *Implementing a comprehensive plan for student persistence that will achieve:*
 - a. *A freshman-to-sophomore retention rate of 75%; and*
 - b. *A projected 58% six-year graduation rate for recently admitted freshman cohorts.*
5. *Introducing at least three new undergraduate programs within no less than five years.*
6. *Expanding the applicant pool by recruiting in new geographic areas and by increasing our presence at high schools within our existing recruiting areas.*
7. *Through focused outreach efforts, strengthen relationships with our eleven Diocesan high schools to recruit students to the only Catholic university in the Diocese of Columbus.*

B. Graduate Studies

The following initiatives must be achieved to enhance the quality of our graduate students:

1. *Developing a Director of Graduate Admissions position to jointly report to the Associate Vice President for Academic Affairs and the Director of Admissions.*
2. *Developing a comprehensive branding and marketing plan for graduate programs.*
3. *Developing a financial aid plan for graduate programs.*
4. *Introducing at least three new graduate programs that are market sensitive in no less than five years.*
5. *Examine marketing strategies and local needs to find out how to improve existing graduate programs.*

C. LEAD Program

To remain competitive in the marketplace, the quality and marketability of the LEAD Program will be enhanced through the following initiatives:

1. *Introducing at least three new academic programs within LEAD within five years.*
2. *Offering at least three programs in formats other than the six-week cohort model.*
3. *Developing a comprehensive marketing plan in concert with the undergraduate and graduate marketing plan of the University.*
4. *Increasing LEAD enrollment by 50% in the next five years.*

D. Curricular Enhancement

The quality of our academic programs is the core offering of our University. Academic programs will continue to improve through the following initiatives:

- 1. Implementing a market study to guide us in developing new academic programs.*
- 2. Implementing a comprehensive protocol for evaluating the quality and viability of all academic programs every five years based on key performance indicators (e.g., retention and graduation rates, student learning outcomes, faculty performance, cost/demand, and alignment with mission).*
- 3. Developing an academic program improvement plan for student success grounded in objective metrics (e.g., graduate school admissions and job placements) and self-reported measures (e.g., NSSE) to increase ODU's reputation for academic excellence.*

E. Faculty

Three critical steps must be taken to attract and retain quality faculty:

- 1. Increasing the number of faculty members to achieve a 30:1 ratio of full-time faculty to students, including a respect for our mission and values in hiring decisions.*
- 2. Increasing faculty compensation:*
 - a. Compensating new faculty at no less than .9 of the CUPA average for rank and discipline.*
 - b. Bringing all faculty to .9 of the CUPA standard for rank and discipline.*
- 3. Increasing the scholarship and research support per faculty member by 50% (from \$1,100 to \$1,650 per year).*

Goal 2 – RESOURCE STABILITY: We will strengthen the University’s fiscal resiliency by diversifying our revenue streams and enhancing the efficiency of our business practices.

A. Philanthropy

To increase philanthropic support, the University must execute a comprehensive fundraising program over the next five years that achieves the following:

To increase philanthropic support, the University must execute a comprehensive fundraising program over the next five years that achieves the following:

1. *Doubling current Annual Fund giving to \$1,000,000 to support University operations.*
 - a. *Increasing the number of University donors from 1,500 to 2,000 or 33% to grow a larger base of support for future fundraising initiatives over 5 years.*
 - b. *Incrementally increasing individual trustee giving to the annual fund to the minimum levels requested of new trustees*
 - c. *Increasing alumni participation in the annual fund to the national norm of 10.4% by implementing an affinity-based solicitation program.*
2. *Increasing support for capital projects and endowment growth annually.*
 - a. *Actively engaging trustees in identifying, cultivating and soliciting major gifts that address capital, endowment and other prioritized needs of the University through individual and organizational solicitations working in partnership with the Advancement Committee of the Board.*
 - b. *Developing and implementing a formalized Planned/Deferred Giving Program in support of long-term endowment growth by increasing the number of verified planned gifts by 10% in five years.*
3. *Increasing the number/diversity of alumni and donor relations events and activities to reach targeted segments of the donor base.*
 - a. *Alumni events/ activities*
 - b. *Donor events/ activities*

B. Physical Assets

Three projects must be completed to ensure the timely and effective management of physical assets:

1. *Updating the 2002 Master Facility Plan for the University to incorporate strategic planning priorities for the next five years, including all deferred maintenance and capital building needs.*
2. *Creating and implementing a prioritized plan for investing in athletics maintenance/upgrade requirements.*
3. *Implementing the facilities management plan as resources become available.*

B. Human Resources

The following investments must be made in our human resources to attract and retain top-notch talent:

- 1. Developing job descriptions for all positions university wide.*
- 2. Developing a personnel classification system.*
- 3. Benchmarking as many positions as possible to market.*
- 4. Implementing a total compensation and employee recognition program that includes pay, benefits, and employee development opportunities.*
- 5. Implementing strategies to make salary equity adjustments as resources permit to align compensation closer to appropriate benchmark data.*

D. Strategic Enhancement of Technology

The University must remain on the forefront of technology in order to remain competitive, through the following initiatives:

- 1. Providing competitive and innovative technology services (e.g., high-speed internet access, campus networks, help desk support, and mobile applications) as benchmarked against our peer and aspirant institutions.*
- 2. Assuring that 90% of technology issues in the classrooms are addressed within 24 hours of report.*
- 3. Developing effective technology solutions that enhance our ability to recruit new undergraduate students, in collaboration with Admissions, in order to reduce costs to recruit and enroll students and improve our service.*
- 4. Developing effective technology solutions that enhance our ability to track and communicate with alumni in order to reduce our Advancement costs and increase alumni giving.*
- 5. Creating and implementing a prioritized plan for investing in new technology that will reliably and efficiently support the individual and collective needs of the campus community.*

Goal 3 – COMMUNITY POSITIONING: We will enhance the public awareness of the University’s academic quality and identity among internal and external audiences.

A. Public Awareness

In order to attract high-quality students, faculty and staff, public awareness of the University’s academic quality and identity will be enhanced through the following initiatives:

- 1. Commissioning market research to identify brand awareness and establish a visibility benchmark among relevant market segments.*
- 2. Implementing a comprehensive marketing/visibility plan with priority deliverables (e.g., brand platform, social media, public relations, advertising, website) that supports strategic messages for those market segments. Messages would relate to academic quality, enrollment growth, Catholic and Dominican identity, campus vitality and overall institutional quality.*

B. Website Functionality

The following steps must be undertaken and achieved to ensure that the University’s website is robust and effective:

- 1. Developing content pages that serve as learning/service resources by utilizing proven practices and techniques to engage viewer interest.*
- 2. Enhancing interactive functionality of the website to drive enrollment, fundraising and public awareness.*
- 3. Expanding social media and mobile web access to promote connectivity with prospects and current students.*

Goal 4 - CAMPUS LIFE: We will establish a spirit-filled, tradition-rich campus life where students encounter a vibrant, stimulating, faith-based community. We will provide an environment that engages and empowers students so they become *contributors to* and *beneficiaries of* the University community.

A. Campus Culture

To establish a spirit-filled, tradition-rich campus life that engages and empowers students, the University must achieve the following:

- 1. Increasing our residential population to a 95%+ utilization of available residence hall space.*
- 2. Providing late-night food and programming options.*
- 3. Evaluating all food operations as part of the total food service platform. Investigate alternative delivery options that meet student and University expectations and needs. Upon confirmation of viability, develop an implementation plan.*
- 4. Evaluating the expansion of intramural, club, and intercollegiate sport offerings and their potential impact on enrollment, net revenue, facilities, and student satisfaction. In considering new intercollegiate sports, develop a pro-forma illustrating specific return on investment.*
- 5. Provide a variety of opportunities for spiritual exploration for students from all faith traditions.*

B. Co-Curricular Opportunities

In order to offer students a variety of distinctive, hallmark co-curricular experiences, the University must accomplish the following:

- 1. Providing a robust and diverse platform for professional preparation that includes opportunities for field exposure, internships, and/or graduate school preparation. A plan will be designed with each academic unit, providing specific recommended professional development activities which link learning outcomes to career outcomes for each major field of study. We will work with the Office of Academic Affairs incorporate major-specific expectations into the curricular experience. Departments will be encouraged to develop tailored approaches to implement these activities in a way that's most appropriate for that particular field of study.*
- 2. Establishing additional affiliation groups for residents and commuters that cater to co-curricular interests. These may include residential and non-residential groups relating to honors, Greek life, athletics, major fields of study, and spiritual identity, among others.*

Approved by the Ohio Dominican Board of Trustees, September 21, 2012.