January 5, 2009

Dear colleagues:

As we in the La Salle University community celebrate our distinctive educational heritage and exercise our will to excel, which will drive all our efforts through and beyond the University’s 150th celebration in 2013, I am struck again by that which I believe remains central to the mission of this great institution.

I believe that our educational community is motivated by the same imperatives that inspired St. John Baptist de La Salle more than 300 years ago: a genuine love and concern for our students and a commitment to ensure that they are provided everything they need to become all that God has envisioned for them.

It is as simple and as wonderfully compelling as that.

In 1993, during a visit to La Salle University, Brother Luke Salm, F.S.C., the preeminent American biographer of St. La Salle, identified the values—derived from St. La Salle’s compassionate vision—that “characterize and energize a Lasallian institution.” These values provide the distinction that defines our educational heritage:

**Excellence in teaching.** St. John Baptist de La Salle is the patron saint of teachers for good reason. From the very beginning, he taught his associates to be competent and effective teachers who saw their work not merely as a job but as a vocation. The Christian Brothers and their colleagues have a tradition of inspirational and creative teaching that blends theory with practice, producing an educational experience with practical applications. Ours is a teaching tradition that sets us apart. It is a tradition that we are committed to maintaining.

**The importance of community.** St. La Salle recognized that effective teaching and learning must be communal. When an educational experience emphasizes a deep respect for each individual while creating a sense of community among students, faculty, and staff, it “transforms an impersonal educational institution into an authentic community where persons meet persons, where mind speaks to mind and heart speaks to heart, where the learning experience is shared with persons who can call each other friends.”

**Service to the poor.** The Christian Brothers take a vow of association for the service of the poor through education. La Salle University has a proud record of graduating students, many from families of modest means, who go on to live lives of outstanding personal and professional accomplishment. Although the economic status of today’s students is very diverse, we remain dedicated to educating all of our students to lead lives of service, especially to the poor and those on the margins of society.

**Education that fosters faith development.** When St. La Salle founded the Christian Schools, he did so to help students come to understand that there is more to life than what they find on the streets, that they are “created by a loving God and endowed with a unique dignity and an eternal
destiny” and that “salvation can be found in this world and the next.” Students need no less today.

Throughout *The Will to Excel*, you will find goals that advance and strengthen these values while meeting the challenges that all universities encounter and addressing those challenges particular to La Salle University.

*The Will to Excel* builds on the accomplishments launched by our previous strategic plan. These accomplishments include:

- new ways of relating to alumni and having alumni relate to each other.
- increased philanthropy that supported our mission and enabled us to make investments in our future, including campus expansion and development.
- a new look and feel for communicating the University’s distinctive identity, which helps us expand awareness and understanding about who we are.
- new and renewed partnerships with our neighbors and other friends of La Salle who value what we offer.

In addition, we have enhanced opportunities for adult learners by establishing our first college, the College of Professional and Continuing Studies, which has developed new programs and delivery systems to meet the needs of today’s adult students. To serve the growing Latino population, we have established the Hispanic Institute. We have broadened our international perspective by offering travel/study and study abroad programs for our students and by establishing master’s degree programs in other countries. Just as important, we have strengthened our educational process with faculty development programs, technological advances, and comprehensive learning-support systems for our students.

Over the last nine years, we have also attracted new leaders to our Board of Trustees, as well as to the University’s administration and faculty. Through the involvement of faculty and staff in the Lasallian Leadership Institute, we have developed a greater understanding, awareness, and appreciation of the vision and values of St. John Baptist de La Salle among an expanding core group of University leaders.

We have accomplished much, but much more remains to be achieved as we continue to ensure that St. La Salle’s vision remains in force for future generations.

The La Salle University of the future—guided by *The Will to Excel*—will be characterized by tangible and vibrant signs of the Lasallian mission in action. La Salle University will be a place where students and faculty share in a process of exploration in the context of a real community, one that links theory and practice and that focuses on a commitment to others. It will be fiscally responsible and optimize all of its resources, including its dedicated faculty and staff. It will be international in perspective, yet remain a truly Philadelphian institution and a good neighbor. The La Salle of the future will take the best of its past and present and make it even better.

*The Will to Excel* is a living document that will be reviewed and updated annually, much like a map that must be adjusted to accommodate the discovery of new terrain.
I look confidently forward to meeting the challenges with you as we embark.

Sincerely,

Michael J. McGinniss, F.S.C., Ph.D.
President

**OUR VISIONARY PROCESS**

In 2003, La Salle University embarked on an ambitious plan to enhance intellectual and spiritual life, communicate the University’s distinct identity, grow investment in the University through external support, enhance the quality of life in our neighborhood, and create greater partnerships with our alumni. Today, the success of the 2003 plan is readily apparent. The plan’s many achievements have propelled the University forward, fostering greater development through admission and philanthropic support; spearheading progressive enhancements to the undergraduate, graduate, and professional and continuing studies experiences; promoting enhanced engagement with our alumni and our community; and providing for the largest capital investment and development of facilities in the history of the University.

La Salle University will remain one of the nation’s finest Catholic higher education institutions. Our new strategic plan, *The Will to Excel*, will focus on a Lasallian education rooted in three key dimensions of the Christian Brothers’ heritage:

1. *Context*—our urban location
2. *Practicality*—linking theory and practice
3. *The social ends of learning*—commitment to others

To ensure that our students succeed academically, the University will provide a global experience characterized by excellence in teaching, an engaging learning environment, a focus on community as the central means by which learning occurs, and a curriculum that is not only creative, innovative, and practical, but is also one that integrates ethics and principles of social justice.

A critical element of *The Will to Excel* is our focus on admission. This plan outlines an aggressive effort to grow our undergraduate student population and increase academic quality while expanding our national and international admission presence. La Salle will also channel critical resources to the areas of graduate and professional and continuing studies admissions while strategically taking advantage of our strengths in business, nursing, and the sciences.

La Salle University will place high priority on *The Will to Excel*’s strategic initiatives related to having an impact in our community, optimizing our human resources, and maximizing crucial resources. We recognize that we must enhance our sense of community throughout the University in an innovative manner. We must also optimize our organization as a critical asset. Just as important, we must exercise strong fiscal management and responsibility on behalf of our faculty, staff, students, parents, alumni, donors, and friends.
The Will to Excel is the result of a passionate and well-coordinated effort by the University community, led by the University President, Brother Michael J. McGinniss, F.S.C. The President recognized that a new strategic plan would transform La Salle University into an institution that is poised to seize the opportunities of the coming era while addressing its historic mission.

The plan’s origins date to late spring of 2007, when Br. Michael presented the University’s Board of Trustees with a proposal to develop a plan outlining a new strategic direction for the University. The Board unanimously approved the proposal, and Br. Michael then charged a group of University faculty, administrators, and students with developing a comprehensive strategic plan for the future.

The committee created to facilitate development of the plan was named the Planning Advisory Board (PAB). The PAB developed six University-wide work teams and focused on the efforts necessary to create a comprehensive plan. In addition, the University worked with a consultant to develop the data necessary to inform the strategic direction and to confirm our prior and current planning.

After nine months of review and development—a process that included focus groups, a Web portal for inviting La Salle community feedback, and a review by our Board of Trustees Planning Committee—the President presented the plan to the Board of Trustees for approval. That approval was granted unanimously.

Today, La Salle University stands ready to embark on a new era of exploration. We believe these strategic goals position the University to continue fulfilling the mission set forth by St. John Baptist de La Salle and the Christian Brothers who have followed in his footsteps.

MISSION STATEMENT

La Salle University, dedicated in the traditions of the Christian Brothers to excellence in teaching and to concern for both ultimate values and for the individual values of its students, is a private Roman Catholic university committed to providing a liberal education of both general and specialized studies.

As a Catholic university, La Salle strives to offer, through effective teaching, quality education founded on the idea that one’s intellectual and spiritual development go hand in hand, complementing and fulfilling each other. The University has, as its basic purpose, the free search for truth by teaching its students the basic skills, knowledge, and values that they will need for a life of human dignity. The programs of the University also aim at preparing students for informed service and progressive leadership in their communities and for fulfilling the immediate and final goals of their lives.
VISION

Our vision of La Salle University is a place where faculty and staff are, first and foremost, devoted to the personal and intellectual development of each student. Remaining faithful to the values and ideals of the Christian Brothers, we will respect the individual talents and capacities of our students, focus on the fundamentals of teaching, learning, and scholarship, develop in all our students the skills necessary for lifelong learning and a rewarding career, and foster in them a commitment to contribute to the betterment of their communities and the larger world.

If we do these things, La Salle University will become one of the most respected and desirable universities in the world for all of our stakeholders, including students, employers, faculty, staff, donors, alumni/ae, potential students, and parents.

To achieve our vision, we will enhance the intellectual, spiritual, and campus life of the University, effectively communicate La Salle’s distinct identity to all of our stakeholders, become a catalyst for development in our neighborhood, further develop and capitalize on our association with our alumni/ae, and attract the personal, communal, and financial investments needed to secure our future success.

POSITIONING STATEMENT

La Salle University is a dynamic educational community shaped by Lasallian and Catholic values: a deep respect for each individual, a belief that intellectual and spiritual development go hand in hand, a passion for creative teaching and learning, and a conviction that education should be useful—for personal growth, professional advancement, and service to others.

The University’s environment fosters students’ involvement in their own education, both inside and outside the classroom; supports and challenges them; engages and empowers them, all with the goal of providing a transformative experience, one that will ensure their lifelong association with La Salle.
STRATEGIC INITIATIVES

INTEGRATING MISSION

The University wants its faculty, staff, and students to be inspired by the life of St. John Baptist de La Salle and to understand the full nature of his work and legacy. It will engage the community in the development of structures that will advance the University’s Lasallian and Catholic heritage, enabling students to explore the connections between faith and life. By doing so, the University will demonstrate its commitment to service to others.

Goal I: Promote the University’s Lasallian mission as the distinctive mark of the University by ensuring that the University’s programs, academic and co-curricular, promote the intellectual, ethical, and spiritual development of students.

Objectives:
1. Increase the community’s awareness and understanding of its Lasallian and Catholic heritage.
2. Periodically assess the level of understanding of the Lasallian mission among faculty and staff.
3. Integrate the Lasallian tradition and Catholic social teaching into the academic curricular and co-curricular program offerings, whenever possible. Maintain the strong presence of the religion and philosophy programs in the core curriculum and encourage them to assume leadership in the ongoing dialogue concerning the nature of a Catholic university and the importance of faith and spirituality in the search for truth.

Goal II: Increase the number of well-informed and highly motivated laymen and laywomen in partnership with the Christian Brothers in advancing the University’s Lasallian and Catholic heritage.

Objectives:
1. Sponsor and support education and formation opportunities for faculty, staff, alumni, and trustees through a governance model, including Partners Seminars.

Goal III: Provide opportunities for the University community to interact with the symbols, signs, and expressions of the University’s Lasallian and Catholic heritage as integrative forces in the La Salle experience.

Objectives:
1. Demonstrate the University’s religious heritage through programs and events, including Heritage Week and liturgical events, throughout the academic year.
2. Develop an awareness of the Lasallian and Catholic heritage in students so that it serves as a context for faith development and the call to service that the Lasallian charism expects, by developing relationships with external partners, such as Catholic Relief Services and others.
3. Ensure University Ministry and Service will play a leading role in upholding the vitality of the Lasallian charism.

**Goal IV: Strengthen the breadth and depth of the University’s community service programs, expanding opportunities for all members of the La Salle community to engage in service, with a special focus on service to our local neighborhood and to the poor and underserved.**

Objectives:
1. Consciously and intentionally focus on the needs of the city as part of our educational mission and document community service via annual updates of the Community Engagement Directory
2. Commit to curricular and co-curricular initiatives that have service to the larger community as a central and valued goal. There will be at least 54 “Service Learning” courses offered by 2013. At least 10 percent of UG students will participate in one or more service programs. At least 25 community service program sites will be made available to provide students with opportunities to engage in service.
3. Teach students about their responsibility to speak out on issues of injustice, so that students understand they stand in solidarity with their fellow citizens.

**CREATING ACADEMIC DISTINCTIVENESS AND PROMOTING STUDENT SUCCESS**

La Salle University will ensure that students have the opportunity to achieve academic success by providing them with professors committed to excellence in teaching; an engaging learning environment; a focus on community as the central means by which learning occurs; and a curriculum that is not only creative, innovative, and practical, but that also integrates the Lasallian tradition and Catholic social teaching.

We view students at La Salle as participants in a process of exploration. We expect them to be actively engaged in inquiry, in the acquisition of knowledge, in the free search for truth, and in recognizing the importance of both faith and reason in balanced intellectual growth.

We expect that students, faculty, and staff will work together to create a sense of community inside and outside of the classroom.

**Goal I: Make La Salle a university characterized by the centrality of community.**

Objectives:
1. All activities that facilitate transition from high school to university will share a principal objective: the creation of communities. Communication to students and student programming will emphasize this theme, beginning with incoming students’ confirmation of enrollment and including activities such as Day One and the Essential Question.
2. Create an engaged community life on campus. Develop social activities in order to create a sense of belonging and feeling of connectedness among students and faculty and staff. Assess engaged community life.
3. Create a vibrant recreational community on La Salle’s campus.
4. Develop a Residential Community Plan by the end of fiscal year 2013.

**Goal II: Ensure that all academic programs are of the highest quality, focusing on pedagogical and scholarly excellence.**

Objectives:

1. A formal program review process will be re-established to ensure all programs are relevant, rigorous, and robust.
2. The faculty will reconsider the existing general education requirements and propose changes to meet the needs of students and to ensure that a strong liberal arts foundation is provided.
3. La Salle will continue to develop new undergraduate and graduate programs that build on the University’s strengths.
4. The university will develop a graduate culture, conducive to meeting the needs of graduate students.
5. The School of Nursing and Health Sciences will develop new programs and expand its markets through the use of blended and online instruction.
6. The College of Professional and Continuing Studies will continue leading the effort to create the online division of La Salle University and will spearhead the University’s efforts to create non-credit programs.
7. The School of Business will continue to develop plans and engaging curricular revisions designed to increase undergraduate and graduate enrollments.
8. The School of Arts and Sciences will promote the inclusion of high-impact, engaged learning experiences in the curriculum.

**Goal III: Develop a faculty whose members are student-oriented, committed to excellence in teaching/practice, and current in their disciplines.**

Objectives:

1. Excellence in teaching will be standards-based, and faculty scholarship and currency will be benchmarked against disciplinary norms.
2. Scholarship expectations and service obligations for pre- and post-tenure faculty will be simple and clear. Faculty from the University’s various schools will continue to develop these guidelines, reflecting their respective disciplinary norms.

3. A predetermined portion of faculty development each year will be devoted to incorporating the Lasallian tradition and Catholic social teaching into the curriculum.

4. Faculty members will increase their use of instructional technologies, which will be aided by the new grants La Salle has been awarded.

5. Faculty will be encouraged to employ creative pedagogies, including engaged learning techniques in their classes. The Engaged Learning Task Force will continue to meet and develop recommendations.

6. All faculty will be able to demonstrate, on an annual basis, examples of how they exhibit student-oriented approaches.

7. Faculty will expand and facilitate teaching, learning, and scholarship activities that cross discipline boundaries.

Goal IV: Continue to support a La Salle education rooted in the heritage of the Christian Brothers, a legacy that will characterize all aspects of University life.

Objectives:

1. Career programs will be fully integrated into academic and student life.

2. La Salle’s service learning, community service, and volunteer programs will enable the University to maintain recognition from the Carnegie Foundation for the Advancement of Teaching as an Engaged Campus.

3. The Undergraduate Research program will be expanded and promoted in all schools. The University will set aside a day each year to experience and learn from faculty/student cooperative efforts.

4. By the FY 2013, 65 percent of graduating seniors will have participated in an engaged learning activity.

Goal V: Develop a commitment to academic success and intellectual growth in students by maintaining a learning and living environment that is welcoming and stimulating.

Objectives:

1. La Salle will employ a comprehensive set of measures to diagnose the needs of high-risk students and assist all students in improving their performance through enhanced Academic Learning and Support Services.

2. Social, residential, athletic/recreational, and formal learning spaces for students will support their intended use through up-to-date design, maintenance, and renovation.

3. Learning spaces on campus will be technologically up-to-date, based on industry standards.

4. An “information commons” will be created in the Connelly Library. It will serve as a learning and social space for students and faculty—merging social, learning, and research opportunities for both.
5. The University Art Museum will be utilized more fully to enhance classroom teaching in the arts and humanities and to provide social opportunities and growth experiences for students.

Goal VI: Expand the University’s international programs.

Objectives:

1. Continue to develop study abroad offerings that are purposeful and intentional, taking advantage of the Lasallian Consortium and the international Lasallian network.
2. Create affordable study abroad partnerships and purposeful travel-study courses so that at least 5 percent of undergraduate students will study abroad. At least 20% of undergraduate students will have an international experience.
3. The foreign language program will collaborate with other schools in the University to facilitate a curriculum that includes more global issues and applications.
4. The University will use the Lasallian Consortium network to establish class-to-class, student-to-student, and institution-to-institution cooperation.
5. The University will expand its efforts to recruit international students through partnerships with recruiting agencies and by establishing an English Language Institute. At least 2.5% of the university’s student population will be international.
6. The University will provide the programming, staffing, and financial resources to develop a supportive and engaging environment for international students and domestic students interested in an international education.

Goal VII: Develop athletic and recreational programs that will enhance the University’s overall reputation and success, provide an outstanding experience for students, and capitalize on the attention that a successful athletics program receives to advance the broader purposes of the institution in particular, student recruitment/retention efforts, and outreach to alumni and friends.

Objectives:

1. La Salle will be recognized as a leader among institutions of higher learning for program integrity and for compliance with the spirit, as well as the letter, of all applicable regulations.
2. The University will achieve an outstanding retention and graduation rate for student athletes.
3. La Salle will promote a highly competitive intercollegiate athletics program (especially for men’s basketball and other select sports). This will provide a positive experience for student athletes while contributing to school spirit and the sense of identity/community.
4. La Salle will continue to improve opportunities for intramurals, club sports, and lifetime recreation. The University will emphasize the contributions that these programs make to student development, student leadership, and the sense of community.
5. La Salle will enhance the facilities necessary to support the competitive level of the University’s NCAA Division I Intercollegiate Athletic Program and the needs of a comprehensive campus recreational program.
MANAGING ENROLLMENT

The enrollment-planning process aims to help the University gain more control over its future by developing the capacity to achieve enrollment goals through better marketing and recruiting strategies; improved retention and graduation rates; campus-wide branding initiatives; new academic program development; and, finally, strategic development of academic programs.

Many institutions operate on the simple premise that they want more students than they have now. La Salle University is employing the concept of optimum enrollment, taking into account desired student demographics, academic program demand and capacity, mission-based target groups, and expansion of the University’s physical plant. The outcome is not one enrollment goal, but many plans and objectives that account for growth in targeted programs.

Goal I: Develop and implement a five-year integrated enrollment and revenue plan that provides steady enrollment and revenue growth, achieving optimum enrollment by 2013.

Objectives:
1. Achieve an undergraduate day FFTE enrollment of at least 3,350 by Fall 2013 by enrolling freshman classes in the range of 850 to 900 students each year.
2. Increase new undergraduate transfer enrollments to 200 by Fall 2013.
3. Increase the credit hours delivered through the College of Professional and Continuing Studies to 10,000 by Fall 2013.
4. Develop and implement an enrollment strategy for graduate education that achieves 15,000 credit hours delivered by Fall 2013.

Goal II: Achieve “smart growth” enrollment by mixing and shaping targets within the University’s overall enrollment growth plan.

Objectives:
1. Develop academic programs that are market-responsive and that generate strategic enrollment growth.
2. Increase the number of academically talented undergraduate students eligible for the La Salle University Honors Program to 8 percent of the entering freshman class, reaching a target of 72 students out of 900.
3. Increase the number of on-campus residents, thus filling the University’s residence halls and enhancing student persistence. Maintain or exceed an annual occupancy of 92 percent.
4. Increase the number of undergraduate business students.
5. Increase the number of students enrolled in University science programs.
6. Increase undergraduate arts enrollment.
7. Increase the number of adult learners and professional and continuing studies enrollees in certificate programs.
8. Achieve enrollment growth in both the Graduate and the College of Professional and Continuing Studies through an increase in online-blended courses.
9. Increase the number of international freshmen to 50 by FY 2013.
Goal III: Increase student persistence and graduation rates so that they meet or exceed the highest levels in University history.

Objectives:
1. Strengthen campus-wide retention planning by guiding initiatives with comprehensive, relevant student data.
2. Reinforce and support existing student financial literacy programs.
3. Intervene early, when retention efforts are more likely to promote student success.
4. Achieve an 86 percent freshman-to-sophomore retention rate by Fall 2013.
5. Achieve a 6-year graduation rate of 73 percent by Fall 2013.

Goal IV: Improve communications between Enrollment Services and the campus community by increasing the level of engagement among University constituents in the University-wide branding initiative and integrated marketing communications efforts.

Objectives:
1. Ensure representation from all campus departments in the ongoing implementation of the La Salle University brand strategy.
2. Establish a means for the campus community to provide feedback on the branding initiative and integrated marketing communications.
3. Create opportunities for collaborative ways to define La Salle’s target audiences and to measure the effectiveness of the brand strategy.
4. Develop ongoing communications that provide updates to the campus community about the brand-implementation process, milestones reached, and opportunities for involvement in brand-related efforts.

IMPACTING OUR NEIGHBORHOOD

The University will enhance its visibility and presence among all sectors of its local community. It will create and promote its competitive advantages and be universally recognized among all regional constituencies as a readily accessible, high-quality, and responsive resource vital to the economic, social, and cultural growth and development of Philadelphia.

Goal I: Create and implement a plan that integrates the efforts of local organizations and University initiatives to transform our neighborhood.

Objectives:
1. Develop a plan to enhance the neighborhood environment through improved landscaping, lighting, building facades, a pedestrian-friendly traffic corridor, revitalized parks and public areas, and increased Licenses and Inspections code enforcement.
2. Develop an acquisition plan targeting strategic properties through the development of a Limited Liability Corporation.
3. Create strong relationships through a CDC (Community Development Corporation) to create programs and/or undertake activities that have a direct and positive impact upon the community. Partner with neighborhood organizations in order to maximize our collective resources, serving as a catalyst and model for neighborhood growth and development in the city of Philadelphia.

4. Enhance and increase access to the University Art Museum by offering free educational and recreational opportunities to the local community through neighborhood organizations and local schools.

5. Create opportunities for social interaction and neighborhood-improvement projects involving La Salle students, faculty, staff, and our immediate neighbors.

Goal II: Develop and implement a neighborhood-wide plan to reduce crime.

Objectives:
1. Develop a comprehensive safety plan integrating cutting edge security technology throughout the campus and neighborhood.
2. Enhance the police and security presence, especially along the travel corridor.
3. Develop “security zones” that identify the range of our presence in the neighborhood.
4. Further enhance our Emergency Incident Command System to support all facets of our campus and extend support throughout the community.

Goal III: Develop a community engagement and revitalization plan.

Objectives:
1. Develop a comprehensive program to increase home ownership within the neighborhood.
2. Create an employer-assisted housing plan, through the development of an LLC, for La Salle employees.
3. Improve schools; continue to expand La Salle’s relationships and influence with local neighborhood schools.
4. Develop partnerships with churches, local/state government(s), and community organizations.
5. Research and develop a plan to improve public transportation systems, including obtaining a SEPTA regional train station.
6. Develop a plan to increase strategic retail and commercial opportunities. Partner strategically with a select group of developers in order to enhance our retail corridor.
7. Based on research and business strategies as well as community engagement, create a Neighborhood Revitalization Plan that matches University planning goals for 2020.
8. Determine an appropriate internal structure for managing administrative functions that have the potential for community impact.
9. Institutionalize the University’s efforts at proactively engaging its neighbors.
OPTIMIZING OUR HUMAN RESOURCES

Recognizing that dedicated and highly skilled faculty and staff are essential to achieving its vision, La Salle University will use proactive, creative approaches to hiring, developing, rewarding, and utilizing its employees.

Goal I: Optimize utilization of the University workforce.

Objectives:
1. Institutionalize initiatives offering diverse professional-development activities that enhance an individual’s skill set in performing job duties and responsibilities. In addition, provide new professional skills development opportunities and IT skills development.
2. Promote and reinforce the role of the Lasallian mission in an individual’s professional life within the University community.
3. Promote a culture of community and wellness in a healthy and safe campus environment.
4. Perform a workforce saturation study, including a review of benchmarks and best practices to determine appropriate staffing levels and optimize use of valuable human resources.
5. Study and enhance the role of adjunct faculty and all other part-time employees in fulfilling the University’s academic and service goals.
6. Utilize the “Cost of Education Study” to establish appropriate policies related to adjunct faculty management, overloads and evening/summer school programs.
7. Expand and centralize all human resource functions.

Goal II: Strive to recruit and retain a progressive and innovative faculty and staff for institutional excellence.

Objectives:
1. Develop a faculty and staff recruitment plan that aligns with the educational priorities of the University.
2. Build a strategic recruitment network to establish a national presence for talented faculty and staff.

Goal III: Support a culture of continual improvement and service to the community through the University’s human resource practices and policies.

Objectives:
1. Structure services and departmental operations so that they comprehensively meet the needs of the University community.
2. Provide development opportunities for all staff to enhance the knowledge and skills of their disciplines, in order to enhance their commitment to excellence in practice.
3. Through the development of the Leadership Institute, offer professional-development opportunities for faculty and staff, including a progressive and innovative new employee orientation program that stresses the culture of continual improvement.

4. Create reward programs that further the concept of continual improvement within the University culture.

MAXIMIZING RESOURCES AND ENHANCING INSTITUTIONAL CAPACITY FOR SUCCESS

La Salle University will increase its competitive advantage, respond effectively to community needs, and enhance teaching/learning excellence by acquiring and effectively utilizing the essential fiscal and physical resources to adequately support the implementation of its strategic priorities, goals, and objectives.

Goal I: Effectively and efficiently maximize the University’s resources to meet and exceed its strategic initiatives.

Objectives:

1. Develop a financial plan that takes into account the goals of the Comprehensive Campaign in order to address University operational and capital priorities.

2. Strategic and Budget Planning: Achieve the University’s mission, goals, and objectives by integrating planning, budgeting, and quality-improvement processes into a cohesive system that (a) defines short and near-term revenue requirements and strategic priorities; (b) directs the allocation and reallocation of human, fiscal, and physical resources to critical areas; and (c) recognizes long-term resource development planning. Academic and Administrative Process redesign should be completed by the end of fiscal year 2013. The results should be integrated into the fiscal year 2014 budget proposal.

3. Facilities: Establish and implement a strategic facilities master plan that integrates (a) environmental scan; (b) the institution’s long-range programmatic plan; and (c) enrollment growth and demographics, resulting in a comprehensive plan for infrastructure, land-use, and facilities requirements that will maximize the University’s mission. Plan should be completed and integrated into the fiscal year 2014 budget.

4. Develop business strategies to more effectively utilize main campus and satellite locations.

5. Through its collective community, the University will address energy conservation, waste reduction, sustainable course offerings, and organic food choices.

Goal II: Plan and implement a comprehensive fundraising campaign that supports the goals of the Strategic Plan.

Objectives:
1. Work with senior University leadership and the Board of Trustees to refine the case for support and fundraising priorities, including a comprehensive operational and capital strategy.
2. Develop and implement a staffing plan for fundraising that is commensurate with industry standards for a successful campaign of the size and scope under consideration.
3. Continue to build the pool of qualified prospects capable of making significant gifts toward campaign goals.
4. Identify and recruit campaign leadership committee.
5. Secure lead gifts.
6. Involve administrators, deans, and selected faculty in the work of the comprehensive campaign.

Goal III: Develop and implement a comprehensive financial plan that enables our core undergraduate program to be more progressive and innovative in our market.

Objectives:
1. Invest in activities and assets that fund the core business.
2. Develop the University’s distinctive brand globally and locally; build value for our stakeholders.
3. Study our position in the competitive marketplace and develop a plan that creates a competitive strategy for the University related to Tuition and Fees and Room and Board by FY 2013.
4. Set tuition and fees at competitive levels.

Goal IV: Maximize and diversify financial resources to develop the resources needed to meet the University’s mission.

Objectives:
1. Establish a University Economic Development Task Force to arrive at a comprehensive and integrated plan for enhancing non-tuition revenues and supporting non-classroom entrepreneurial programs, business incubators, activities, and partnerships by FY 2013.
2. Promote, develop, and leverage intellectual capital and entrepreneurship.
3. Maximize the financial potential of residential and athletic facilities.
4. Create a comprehensive program for the long-term development of all West Campus properties that will make use of the University’s Strategic Facilities Plan.

Goal V: Develop, promote, and support entrepreneurial activities, programs, and strategic partnerships.

Objectives:
1. Invest in strategic partnerships to increase donor support in order to enhance and expand student scholarships, new educational initiatives, and capital development.
2. Develop a resource management system that supports entrepreneurial activities, programs, and partnerships and that rewards excellent financial management.
3. Create auxiliary and enterprise financial structures to support strategic initiatives in retail and commercial development.
4. Study the possibility of creating a conference center.
5. Create a real estate office to manage the daily and fiscal operations of our properties.
6. Increase social opportunities through retail and restaurant establishments.

Goal VI: Increase connections with alumni to maintain their involvement as valued members of the university community, meet their needs and advance the educational heritage of La Salle University

Objectives:
1. Increase the number of contactable alumni.
2. Increase the depth of information about alumni (e-mail addresses, employer information, work titles, names and contact information, relationships, etc.).
3. Develop volunteer opportunities for alumni in support of strategic academic, enrollment, community development, student life, athletics, and alumni relations, initiatives recruiting alumni to participate in these opportunities.
4. Continue to build a robust alumni network that supports students and fellow alumni in various ways, including professional networking, career transition, continuing education, and community engagement.
5. Increase the number of alumni participating in strategic fundraising initiatives while also increasing the total philanthropic support of alumni.
**Addendum**

**ACCOMPLISHED OBJECTIVES**
**FALL 2011**

**INTEGRATING MISSION**

**Goal I: Promote the University’s Lasallian mission as the distinctive mark of the University by ensuring that the University’s programs, academic and co-curricular, promote the intellectual, ethical, and spiritual development of students.**

- Instituted assessments of the level of understanding faculty and staff have of the Lasallian mission.

**CREATING ACADEMIC DISTINCTIVENESS AND PROMOTING STUDENT SUCCESS**

**Goal III: Continue to support a La Salle education rooted in the heritage of the Christian Brothers—a legacy that will characterize all aspects of University life.**

- Curricular and co-curricular programs now make maximum use of our city location and presence in the greater Philadelphia metropolitan area to enhance student learning and student development.
- La Salle’s service learning, community service and volunteer programs enabled the University to secure recognition from the Carnegie Foundation for the Advancement of Teaching as an Engaged Campus.

**OPTIMIZING OUR HUMAN RESOURCES**

**Goal II: Strive to recruit and retain a progressive and innovative faculty and staff for institutional excellence.**

- The University has completed an evaluation of the benefits package as a component of base compensation, recruitment, and retention of employees (full- and part-time)
and developed a benefits program structure that incorporates a total rewards compensation philosophy.

Goal III: Support, through University policies and practices, our Lasallian and Catholic mission, services, and sense of community.

- The University has developed human resource, employment, and compensation policies that reflect its commitment to a highly skilled, healthy, and productive workforce dedicated to its Lasallian and Catholic mission.
- The University has developed human resource systems—including the proposed performance appraisal system—that measure the workforce’s commitment to the mission and vision.