

**Phase Two Strategic Planning
Xavier Areas of Focus, Goals and Objectives
2009-10 to 2014-15
(With Amendments)**

Focus 1: To recruit and retain students who are prepared to lead and serve on behalf of a more just and humane society

Goal 1 Increase the size of the applicant pool and improve the selection process in order to better ensure student success and increase yield among the most promising applicants.

Objectives for Goal 1:

- a. Increase the yield of all admitted students from 35% to 45% within the next three years.

Increase the number of the new freshman class to 865 within three years. (Rev. 5/14/10, approved by University Planning Council)

- b. Increase the applicant pool of students with both a minimum GPA of 3.0 and an ACT score of at least 25 by 5% each year over a four year period.
- c. Increase and maintain the yield of all admitted students with both a minimum GPA of 3.0 and an ACT score of at least 25 from 37% (2008 yield) to at least 50% within four years.
- d. Within 5 years, at least 30% of the applicant pool will consist of African American males (21% in 2008).
- e. Within 5 years, the number of majors in each academic discipline with less than 200 majors will increase by a number recommended by the CAS Planning Council.
- f. Through remediation prior to enrollment, reduce the number of incoming freshmen who require developmental courses by 50% over the next 5 years.

Goal 2: Improve freshman-to-sophomore retention and five-year graduation rates.

- a. Increase and maintain the freshman to sophomore retention rate to at least 80% (currently 73%) with four years.
- b. Increase and maintain the 5-year graduation rate to 60% within the next 5 years.
- c. Increase the six-year graduation rate of those Xavier students who need developmental courses from 22% to 40% within 5 years.

Focus 2 (Faculty):

To recruit and retain faculty who are leaders or potential leaders in their field and who are committed to the mission of Xavier.

Goal 1: Strengthen the current infrastructure to allow faculty to be successful.

Objectives for Goal 1:

- **Faculty Load and Development**
 - a. Study and adjust faculty load requirements so that within 5 years at least 80% of faculty report that their scholarly productivity as described in the Faculty Handbook (including scholarly service) has increased by at least 25%.
 - b. An annual review of faculty scholarly activity (using faculty updates and evaluations) will show on-going improvement and satisfaction. Baseline data will be developed from a 2008-09 review with more specific benchmarks to follow thereafter.
 - c. Within 5 years, 80% of faculty have taken advantage of internal and external professional development opportunities to improve the quality of their teaching and 50% of those who attended demonstrate a change in their teaching techniques based on these opportunities.
 - d. Using course syllabi or other appropriate measures, a benchmark for teaching techniques for 2008-09 will be determined. Within 5 years there will be a 50% improvement in the benchmark.

- **Facilities**
 - a. Within 1 year, a space utilization study and status report will be completed.

This will include: a building-by-building on-line report of all classrooms/ seminar areas used for teaching including capacity, quality, current condition, furnishings, available electronic devices, current usage (hours/week and am/pm), a building-by-building on-line report of all faculty offices including quality, current condition, furnishings, current usage, and a building-by-building on-line report of all laboratories and core facilities including quality, current condition, furnishings, current usage.
 - b. Within 2 years, a collaborative committee representing Facilities Planning, Academic Affairs, Resource Development, and Institutional Advancement will have produced a 5-year phased-in Academic Environment Plan for enhancement of quality and quantity of teaching/learning/research environment that includes both upkeep and preventive maintenance.
 - c. Within 3 years, implementation of at least the first phase of the Academic Environment Plan will have begun.

- d. Within 5 years, an assessment will indicate satisfaction with both quality and quantity of teaching facilities, offices, and research facilities.

- **Improving the transition into the University**
 - a. Establish a base line by surveying new faculty hired for 2008-09 to determine the effectiveness of both processes and atmosphere created throughout the transition. Repeat the survey annually. Adjustments based on responses should be indicated by 50% improvement each year until 100% report satisfaction with transition.

Goal 2: Execute market-driven strategies for faculty compensation (competitive salary, start-up funds, relocation)

Objectives for Goal 2:

- a. Within 5 years, move mean faculty salaries to the 60th percentile by rank in both the College of Pharmacy (using AACP Pharmacy peers) and College of Arts and Sciences (using IIA institutions)
- b. Within two years examine benefits compensation including child care and network of university tuition waivers
- c. Within two years examine the adequacy of startup and relocation funds for new faculty

Goal 3: Restructure rank and tenure policies and processes to facilitate effective faculty recruitment

Objective for Goal 3:

- **Examine current policies**
 - a. Within three years use a consultant(s) to examine current Rank and Tenure review processes and recommend changes. The University Academic Council and Academic Assemblies will review the recommendations and approve any revisions.

Focus 2 (Staff)

To recruit and retain highly qualified staff who are committed to the mission of Xavier.

Goal 1: Assess administrative programs and services, and their link to the University's mission.

Objectives for Goal 1:

- a. Within two years determine whether the organizational structure can be modified to improve effectiveness and efficiency.

- b. Within two years determine whether the outcomes of business and administrative processes can be improved.
- c. Within two years all administrative units will be rated on an effectiveness scale ranging from critical to non essential.

Goal 2: Reexamine staff structure, job descriptions, and staff qualifications to serve the current and future needs of the University.

Objectives for Goal 2:

- a. Within two years conduct a staff compensation study to assess salary competitiveness and establish competitive pay grades.
- b. Within two years examine staff participation in benefits plans and identify recommended changes to the benefits plans.
- c. In 2009-10 revise the staff performance appraisal system to a professional development model incorporating continuous learning.
- d. Within one year begin work with staff to determine which recommendations from the task force on morale and quality of life can be implemented.
- e. Within three years, staff at Xavier will report a 50% increase in job satisfaction over 2009-10 baseline in the areas of clarity of job expectations, professional development/training, and their input in policies

Focus 3: To offer leadership and service to our city and region and to expand our broader reach

Goal 1: Deepen our awareness of the implications of being a Catholic institution and our responsibility to serve the city, the region and beyond.

Objectives for Goal 1:

- a. Determine 2008-09 benchmark for students in service learning and expand the number by 20% by 2013-14 (5 years)
- b. Increase the percent of UG studying abroad to 2% of the CAS within 5 years.
- c. Increase the number of UG foreign students attending Xavier to 2% of the CAS within 5 years.
- d. Establish task force to create and report benchmarks for Catholic awareness by 2010-11 (2 years) – baseline from survey; measure of deep awareness; number of activities to promote Catholic awareness and to develop strategies to achieve these benchmarks with one year.

Goal 2: Enhance collaborative partnerships to promote health, education, and economic development (e.g., biosciences).

Objectives for Goal 2:

A. Collaboration

- a. Expand and enrich teacher in-service programs and programs for middle and high school students.

B. Engagement

- b. Develop a process to identify strategic events, establish a strategic event calendar (the ten events for University promotion), and create benchmarks during 2009-10. Increase aggregate attendance by 15% by 2013-14 (4 years).
- c. During 2009-10 create four annual public forums (e.g., faculty public lecture series; inaugural lectures for new endowed professorships; themed forums-lectures-panels) and launch them in 2010-11.
- d. Use endowed chairs to bring in nationally recognized figures on a rotating basis.

(Changes separated the objectives for the goal into two areas; didn't change benchmarks, approved by University Planning Council)

Focus 4: To improve the processes that determine institutional effectiveness

Goal 1: Develop a budget based on institutional planning, assessment, and the demands of a changing environment.

Objectives for Goal 1:

- a. Funds equivalent to one percentage point (100 basis points) of revenue generated from tuition will be allocated each year to projects designed to improve institutional effectiveness
- b. Within 5 years all units/departments will indicate on their annual survey that the budget for their unit/department has been adequate for their essential needs.
- c. Within 5 years 25% percent of department/units in a given year will document the use of university resources to address an action or improvement identified in the unit's/department's planning or assessment process
- d. Within 3 years, 75% of administrative units/departments will be actively engaged in the budget process and will cite examples of how budgeted funds have helped them achieve their highest priorities.

Goal 2: Identify and assess key factors that facilitate Xavier's student retention and graduation.

Objectives for Goal 2:

- a. Define and improve the learning outcomes for each of the three support labs (math, writing and reading) by 50% over 2009-10 base-line within 5 years.
- b. Develop three general measures of student learning engagement and increase engagement by each of these measures by 50% over the 2009-10 base-line within 5 years. [QEP choices will affect this objective]
- c. Define effectiveness measures for each of the summer programs and improve outcomes by those measures by 50% within five years over 2009 summer base-line.

Goal 3: Create new and Develop existing programs in niche areas consistent with the University mission and responsive to societal needs

- a. Identified at least four potential market niches for market exploration within two years.
- b. Select at least two existing or new program niches (from a) for development and expansion within 5 years.
- c. Receive at least 100 additional applications above year 2008-09 base-line in each of the two niches and matriculated at least an additional 35 students annually to each niche program within 5 years.
- d. Review the market viability of each of our current niches with recommendations for continuation (current level, reduced level, expanded level of support) or discontinuation within 5 years.