

University of Holy Cross Strategic Plan 2019-2029

Executive Summary

Focus Area 1: Enrollment Management

Goal 1: The University of Holy Cross will maintain and sustain optimal enrollment through strategic enrollment management by supporting and coordinating systems across the institution.

Objective 1: To increase the number of first-time registrants (freshmen, 75; transfers, 89; and graduate students, 72) by 5% in each category each fall using Fall 2018 baseline data.

Objective 2: To increase the total number of male students (17%, 214 F18) to have a more diverse population conducive to optimum enrollment levels.

Objective 3: To aid in recruitment activities, meet with colleagues in academic departments regarding program updates.

Objective 4: To collaborate with the Director of Marketing and Communications to market UHC to prospective students effectively.

Objective 5: To provide financial incentives to new students in the form of scholarships and tuition discounts.

Focus Area 2: Academics

Goal 1: Create and robustly support academic programs and resultant student learning.

Objective 1: To implement educational practices that support an increase in the AY 15/16 a) first-year student retention rate from 63% to 69%, b) six-year undergraduate degree completion rate from 36% to 43% by the end of AY21/22, and c) graduate student success.

Objective 2: To strengthen institutional effectiveness monitoring (i.e., Institutional Effectiveness Plans, Internal Program Reviews, etc.)

Objective 3: To maintain and increase collaborative agreements with educational institutions and related entities.

Goal 2: Recruit and retain adequate numbers of highly qualified faculty.

Objective 1: To implement full-time faculty salaries that are competitive in the local marketplace.

Objective 2: To implement an adjunct pay scale that is competitive in the local marketplace.

Objective 3: To provide increased support for professional development.

Focus Area 3: Finance, Operations, and Facilities

Goal 1: To promote a stable financial future for the University.

Objective 1: To exhibit financial discipline thereby increasing the primary reserve ratio from 39% to 50% within 5 years (FY2024).

Objective 2: To grow investments to achieve \$50 million fund goal by 2028, as established in the UHC Investment Policy.

Objective 3: To facilitate institutional efforts to increase residence hall occupancy such that the facility becomes financially self sustaining.

Goal 2: Provide optimal campus facilities that support current operations, enrollment growth, as well as enable the addition of future programs.

Objective 1: To ensure that adequate academic and administrative space meets the demands of enrollment.

Objective 2: To meet and prepare for future maintenance needs.

Focus Area 4: Information Technology

Goal 1: Strengthen the use of educational technology resources that support instructional delivery.

Objective 1: To enhance the capacity of faculty to effectively use educational technology resources by 10% each year.

Objective 2: To increase professional development services to faculty and staff by 5% annually.

Goal 2: Utilize technological resources to manage new and returning student applicants.

Objective: To decrease the amount of time by 5% that Enrollment Management needs to process new and returning student applicants.

Goal 3: Utilize technological resources to support fiscal operations.

Objective: To optimize the use of technological resources by 20% each year.

Goal 4: Facilitate data-driven decision making through the use of technological tools by administrative units.

Objective: To continuously improve autonomous access by Academics, Enrollment Management, Finance, Institutional Advancement, Student Affairs, and Mission Integration to existing databases.

Goal 5: Replace current Enterprise Resource Planning (ERP) software with new system.

Objective: To take incremental steps toward full implementation of a new ERP.

Goal 6: Improve the efficiency of system hardware performance and reliability.

Objective: To upgrade 25% of network and system hardware.

Focus Area 5: Mission Integration

Goal 1: All members of the University of Holy Cross Community will integrate the lived mission and core values.

Objective 1: To collaborate with all facets of the university to facilitate a deep understanding of the Holy Cross mission and core values.

Objective 2: To embed a culture of service, inherent in the mission, within in the University of Holy Cross community and therefore be a compassionate witness in the service of others.

Goal 2: Expand service learning credit-bearing course offerings.

Objective: To facilitate service learning projects in which the UHC community may participate.

Focus Area 6: Student Affairs

Goal: The University of Holy Cross will develop and foster an environment which engages students and facilitates timely progression through their academic careers.

Objective 1: To facilitate consistent, quality academic advising.

Objective 2: To foster student engagement, the University will develop, support and increase the number of inclusive, diverse social organizations that reflect the University's core values of respect and inclusion.

Objective 3: To encourage continuous enrollment and progression, the institution will implement a tuition cost relief program for full-time undergraduate students who remain in good standing.

Objective 4: To engage students in preparation for their professional careers, the institution will develop and support formal career guidance, advising, and job placement services for students and alumni.

Objective 5: To foster and maintain vibrant student life in the residence hall.

Focus Area 7: Institutional Advancement

Goal 1: Between FY 2019-20 and 2022-23, the University of Holy Cross shall develop more of a "collaborative advancement culture" whereby stakeholders (historic, current, and new) will understand and live our mission as evidenced by increased philanthropy and stewardship.

Objective 1: To be in contact on a regular basis with key current off-campus stakeholders.

Objective 2: To be in contact on a regular basis with key prospective off-campus publics.

Objective 3: To meet with key on-campus UHC stakeholders for updates and idea-sharing.

Goal 2: Between FY 2019-20 and 2022-23, the University of Holy Cross shall continue to meet or exceed its gift and grant goals as set within the University's Board-approved operating budget .

Objective 1: To continue to grow the major gift program by addressing individuals, foundations, and corporations as a source of capital and endowment funding with emphasis on outright as well as planned giving.

Objective 2: To continue to grow unrestricted giving using effective Annual Fund e-, print, and face-to-face techniques.

Objective 3: To continue to grow results from current signature special events (and design new ones, as appropriate) in support of selected restricted and unrestricted giving.

Goal 3: Between FY 2019-20 and 2022-23, the University of Holy Cross shall continue to nurture, develop and serve its 5000+ alumni in support of UHC aspirations including enrollment and gift-income growth.

Objective 1: To continue to strategically design, implement, and evaluate current alumni/parent events.

Objective 2: To continue to grow and involve the Alumni Board.

Objective 3: To increase our knowledge base of alumni and parents.

Objective 4: To develop a Career Services program for students and alumni.

Goal 4: Increase the University's brand awareness and brand messaging.

Objective 1: To build external awareness of UHC within the community.

Objective 2: To increase internal brand awareness and create UHC brand stewards.

Objective 3: To enhance electronic communications in support of brand awareness and brand messaging.

Goal 5: Streamline communication flow to prospective students in support of Enrollment Management.

Objective 1: To map out communication touchpoints to be used by admissions counselors.

Objective 2: To write and design content for communication touchpoints to be used by admissions counselors.