



# R · I · S · E STRATEGIC PLAN 2027

## 2023–2024

**Mission:** The Viterbo University community prepares students for faithful service and ethical leadership.

**Vision:** A Catholic, Franciscan university boldly transforming students and our communities through service, collaboration, and leadership.

**Identity:** Founded by the Franciscan Sisters of Perpetual Adoration, Viterbo is a Catholic, Franciscan university in the liberal arts tradition.

**Values:** In keeping with the tradition of our Franciscan founders, we hold the following core values:

- Contemplation, reflecting upon the presence of God in our lives and work
- Hospitality, welcoming everyone we encounter as an honored guest
- Integrity, striving for honesty in everything we say and do
- Service, working for the common good in the spirit of humility and joy
- Stewardship, practicing responsible use of all resources in our trust



## Goals and Priorities

### RESOURCES: Diversify and strengthen revenue streams.

1. Conduct comprehensive campaign.
2. Expand offerings through the Center for Professional Learning.
3. Create new revenue-generating agreements.
4. Create new cost-saving agreements.
5. Strengthen grant culture.

### IDENTITY: Foster a missional, inclusive reputation and campus culture.

1. Create a welcoming campus environment where all students can thrive.
2. Embrace Viterbo's Catholic, Franciscan identity, mission, and values.
3. Institutionalize diversity, equity, and inclusion efforts.
4. Form community partnerships to meet organizational and societal needs.
5. Strengthen Viterbo's service and servant leadership culture.
6. Enhance our ability to "tell the Viterbo story," both internally and externally.

### STUDENTS: Increase student recruitment, engagement, retention, and success.

1. Foster academic excellence through inquiry, integrative scholarship, and artistic work.
2. Advance transformative teaching and learning to develop students as global citizens, contributors to community, and towards self-actualization.
3. Provide and promote distinctive, meaningful co-curricular student experiences.
4. Attract and support key new student populations.
5. Refine a comprehensive program portfolio to meet market demand.

### ENGAGEMENT: Become the regional higher education employer of choice.

1. Strengthen employee recruitment, engagement, and retention.
2. Make strides in equitable and just compensation and benefits.
3. Improve systems and operations to support institutional effectiveness and organizational efficiency.

## Historical Milestones

- 1890** Founded by the Franciscan Sisters of Perpetual Adoration as St. Rose Normal School to prepare FSPA members to teach in elementary schools.
- 1923** Collegiate courses are introduced and a move is made toward a four-year college program.
- 1931** St. Rose Junior College is formally established.
- 1937** Name changes to Viterbo College.
- 1939** Viterbo is approved as a four-year, degree granting institution for the preparation of elementary school teachers.
- 1943** The first lay women are admitted.
- 1954** Viterbo receives accreditation by the North Central Association of Colleges and Secondary Schools.
- 1971** Viterbo becomes co-educational and adds intercollegiate athletics.
- 1987** Viterbo's first master's degree is launched.
- 1999** The D.B. Reinhart Institute for Ethics in Leadership is established.
- 2000** Viterbo College is renamed Viterbo University to reflect significant growth and expansion of undergraduate, graduate, and professional educational programs.
- 2013** The first doctoral program is introduced: Doctor of Nursing Practice.
- 2018** FSPA transfers sponsorship of Viterbo University to Viterbo Ministries.
- 2022** The Sr. Thea Bowman Center is established.
- 2023** Strategic Plan 2027 – RISE is launched.

# Strategic Key Performance Indicators

Viterbo University will monitor the progress and success of Strategic Plan 2027 – RISE using the following set of Strategic Key Performance Indicators (KPIs). These measures align with the goals of the plan, derive from internal and publicly available data, and serve as markers of mission effectiveness.

## RESOURCES: Diversify and strengthen revenue streams.

STRATEGIC KPI (timeframe for updates)	BASELINE	2024	GOAL (2028)
Tuition and Fees (July)	\$32,938,769		\$39,000,000
Net Tuition and Fee Revenue per Undergraduate Student (July)	\$11,944		\$14,000
Endowment—New Gifts (July)	\$559,251 (FY)		\$7,500,000 (five-year total)
Campaign Revenue (July)	Not applicable		\$30,000,000 (five-year total)
Federal Grant Revenue (July)	\$722,091		\$1,500,000

## IDENTITY: Foster a missional, inclusive reputation and campus culture.

STRATEGIC KPI (timeframe for updates)	BASELINE	2024	GOAL (2028)
Understanding of Mission (September)	3.8		4.0
Heritage of Founders (September)	4.1		4.3
Satisfaction with Campus Climate (September)	Not applicable		Increase of 5%
Third Semester Retention Rate for Black, Indigenous, and People of Color (BIPOC) (September)	57%		70%

## STUDENTS: Increase student recruitment, engagement, retention, and success.

STRATEGIC KPI (timeframe for updates)	BASELINE	2024	GOAL (2028)
Undergraduate Enrollment (September)	1,393		1,500
Graduate Enrollment (September)	914		1,100
International and BIPOC Students as a percentage of enrollment (September)	15%		20%
Third Semester Retention Rate (September)	70%		76%
Four Year Graduation Rate (January)	Average of 51%	Average of 51%	Average of 57%
Undergraduate Success in Field (September)	95%		96%
Supportive Environment (September)	34.6		35.0

## ENGAGEMENT: Become the regional higher education employer of choice.

STRATEGIC KPI (timeframe for updates)	BASELINE	2024	GOAL (2028)
Employee Turnover (January)	25%, January 2023	20%	15%
Employee Placement within Salary Structure (July)	Not applicable		100%

