

Strategic Action Plan

2025 – 2028



OLLU Strategic Action Plan 2025–2028

(in brief)

Building Financial Strength • Achieving Operational Excellence • Elevating Our University Brand

Our Lady of the Lake University’s Strategic Action Plan represents a decisive shift from traditional, static multi-year plans toward a rolling, 12-quarter system of disciplined execution. Built around three university priorities, this living plan is designed for today’s fast-moving higher-education environment, one that demands agility and measurable results.

Through our **1-2-4 Goal Framework**, every division of our university aligns daily actions with institutional priorities: **one institutional goal per priority, two strategic annual goals per division, and four quarterly SMART goals with lead measures** that track progress in real-time. This structure converts strategy from a document into a management system, ensuring that OLLU continually learns, adapts, and advances its mission of transforming lives through faith, leadership, service, and excellence.

Three University Priorities and Divisional Annual Goals (abbreviated)

Build Financial Strength

Goal: Build a strong, diversified financial foundation that supports resilience, innovation, and mission-aligned enrollment growth.

- Strengthen fiscal resilience through transformational funding and partnerships.
- Improve cash flow, expand non-tuition revenue, and achieve a \$1M net income by FY 2025–26.
- Invest strategically, diversify revenue, expand scholarships, and enhance facilities.
- Deepen Catholic identity through community engagement.
- Identify one to two new athletic programs aligned with NAIA trends.
- Strengthen the university’s financial position through effective stewardship and innovation.

Achieve Operational Excellence

Goal: Foster a culture of excellence and innovation to enhance efficiency, effectiveness, and quality across all operations.

- Foster a disciplined culture of execution using AI, automation, and data-driven decisions.
- Launch two high-demand academic programs within 12 months.
- Improve academic program performance by increasing average margins 5% and enhancing distinctiveness.
- Reduce expenses 10%, consolidate three systems, and cut late fees 50%.
- Reduce facilities and ITS processing times 25% through digital workflows.
- Centralize and automate employee data for accuracy and access.
- Improve staff proficiency and efficiency through use of technology.
- Improve alumni engagement and outreach quality.

Elevate Our University Brand

Goal: Strengthen OLLU’s mission-driven identity while enhancing visibility, recognition, and pride in the university experience.

- Position OLLU as a national thought leader through presidential communications and speaking engagements.
- Build in-house marketing and communications to improve efficiency and support enrollment and advancement.
- Align Student Affairs communications with OLLU’s brand and mission.
- Increase OLLU’s presence in high-visibility events and partnerships through earned media.
- Strengthen Catholic roots and identity through campus engagement.
- Enhance visibility and pride across students, alumni, and partners.

Implementation & Governance: Oversight of the Strategic Action Plan is provided by the Steering Committee, composed of faculty, staff, students, and a member of the CDP. The committee reviews lead measures, barriers, and progress, creating a culture of continuous improvement and collective accountability.