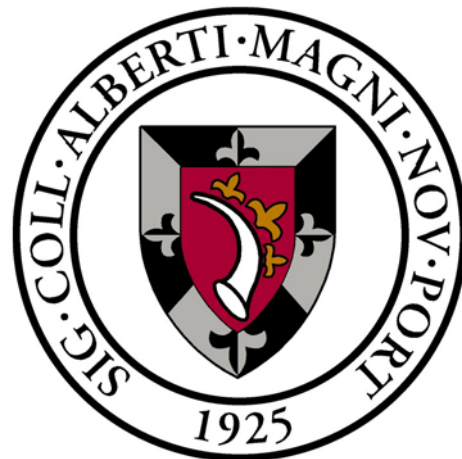


ALBERTUS MAGNUS COLLEGE

STRATEGIC PLAN



2009 - 2014

September 2010

PRESENTATION TO THE BOARD OF TRUSTEES
SEPTEMBER 2010

Julia M. McNamara, *President*

John J. Donohue, *Provost, Vice President for Academic Affairs*

Sr. Charles Marie Brantl, O.P., *Director of Assessment and
Institutional Research*



This report was designed by Carolyn Behan Kraus, Associate Vice President for Development

THE STRATEGIC PLAN 2009 – 2014

THE VISION

- That the mission of Albertus Magnus College continues to guide and inform the elements of our planning efforts; and that our identity as a Catholic College in the Dominican Tradition undergirds our planning process;
- That the new iteration of the Albertus Strategic Plan builds upon the current status of the Initiatives that were the basis for the 2003-2008 plan;
- That strategic planning develop through a process that effectively integrates the insights and skills of the various members of the College community.

GOALS

The 2009-2014 Strategic Plan will continue to focus on these key goals:

- To enhance the human, academic, physical and financial resources of the College;
- While emphasizing the overarching value of the College's Dominican tradition, to develop and refine programs and services that stress excellence, access, and innovation as appropriate to the 21st century needs of students;
- To develop and implement an integrated approach to institutional advancement and marketing in order to increase awareness of the College's mission and programs.

THE SIX CURRENT INITIATIVES REVISITED

To review the status of each of these important aspects of the 2003-2008 work: to declare an initiative completed (e.g., The Aquinas Hall Project) and move on; to continue to engage those initiatives that require further implementation or development in the normal course of college business (e.g., Sport Management Initiative, Endowment Growth and Enrollment Growth.)

ACTION:

Academic Programs, Enrollment Management/ Student Services and Technology Services Strategic Plan committees will meet at least once in fall 2010 and will continue with Financial Resources/Facilities Services joining in spring 2011.

THE NEW INITIATIVES FOR A NEW DECADE AT ALBERTUS

▶ CONTINUED ENROLLMENT GROWTH

NEW ACADEMIC PROGRAMS

Continue to develop new undergraduate programs to strengthen the Day School (e.g. sport management, Five Year M.B.A.) as well as evening graduate programs such as a doctorate in Education (Ed.D.) focused on preparing higher education professionals for the emerging complexity of college-level learners).

ACTIONS:

- *M.S. in Education approved and implemented;*
- *Sport Management concentration approved by Academic Policy Committee; submission to regulatory authorities fall 2010;*
- *M.F.A. approved and implemented, fall 2010;*
- *M.S. in Human Services approved and implemented, fall 2010;*
- *5-year M.B.A. program reviewed;*
- *N.E.A.S.C. approval for fully online programs received;*
- *Launch of fully online M.B.A., spring 2010, new online program(s) to follow (e.g. Human Services);*
- *Ed.D. in Curriculum and Assessment submitted to Connecticut Department of Higher Education for approval, fall 2010;*
- *N.E.A.S.C. substantive change application to offer a doctoral degree to be submitted, November 2010.*

INNOVATIVE PROGRAM DELIVERY

Develop the College's capacity to deliver academic programs in on-line formats; emphasize this evolution in both the New Dimensions (starting with the MBA degree) and Accelerated Degree programs; more limited options for traditional day program online capacity. Expand the "blended" format used in the Accelerated Degree Program to online format in certain majors/programs.

ACTIONS:

- *New electronic academic platform acquired for online and blended courses, i.e., **Moodle**;*
- *Implementation of Fully Hosted Online Solutions to support student and faculty use of Moodle;*
- *Ongoing improvement of the College's Website —refining site to better integrate with programs conducted in partnership with the Institute for Professional Development,*

improved presentation of evening and graduate program options, alignment of online application processes;

- *Datatel (College's computerized/integrated data management system) Action Planning service occurred throughout 2009-10—major recommendations for improvements in utilizing technology across the Campus to be pursued 2010-2011.*

► ENDOWMENT GROWTH; INFRASTRUCTURE FACILITIES SERVICES IMPROVEMENT

ENDOWMENT GROWTH

Continued active cultivation and solicitation of major gifts (primarily planned instruments) for use in growing the Albertus Magnus College endowment fund.

ACTION:

President and Senior Vice President for Advancement continue active cultivation and solicitation of key alumni, Trustees and friends with a special emphasis on growing the College's endowment—utilizing estate planning and deferred giving. Key related luncheons on-going.

INFORMATION TECHNOLOGY INFRASTRUCTURE IMPROVEMENTS

- In order to emphasize the importance of the Information Technology Services (ITS) department and its role in Strategic Planning Initiatives, oversight of ITS is now handled by the Vice President for Information Technology Services.
- Unification of campus email system using Google Apps for Education's suite of online tools completed September 2010.
- Process mapping of systems and processes currently under way to create more efficient flow of information.

ACTIONS:

Development of Information Portal to streamline access to College information resources (January 2011); all courses taught on main campus now utilizing Moodle course management system; all New Dimensions courses to utilize Moodle by January 2011.

RENOVATIONS AND UPDATES FOR CURRENT BUILDINGS AND GROUNDS

Several important efforts will occupy our time and attention over the next several years (e.g. the Rosary Hall Project).

ACTIONS:

Capital improvements at Rosary Hall—window replacements completed spring 2010; HVAC to be completed November 2010; reconfiguration of first floor of Library to a learning commons with expanded student meeting areas, computers, and large lecture/gathering space to be completed March 2011.

TOWARDS A CAMPUS MASTER PLAN

Continue to evolve a “draft” and unpublished master plan—one that ensures flexibility and focuses on real academic and student services needs for a new decade.

► EVOLUTION OF A CONTEMPORARY STUDENT-CENTERED LEARNING ENVIRONMENT

MAINTAIN ENROLLED STUDENTS

Student Services focus on student-centered “customer service.”

ACTIONS:

- *Academic Services focus on advisement;*
- *Establishment of sophomore retention advisor, fall 2010;*
- *Investigate Datatel Student Retention Program.*

ATHLETICS DEPARTMENT

Integrate key elements of the Athletic Department Strategic Plan into the overall plan for the College. Athletic Director-selected subcommittee continues incorporating Athletics into the College’s Strategic Plan—work continues and will conclude during fall semester 2010.

ACTIONS:

Mission/Vision/Objectives below:

- *Cultivate an atmosphere in which student-athletes develop the skills necessary to live a fulfilling life through lessons learned through competition;*
- *To serve the student-athlete in providing an environment in which the development of leadership, communication, and organizational skills are fostered in preparation for the 21st century workplace;*

- *To promote a sense of ethical conduct and fair play through sportsmanship during and after competition;*
- *To ensure that coaches understand their role as educators and, to that end, will motivate and encourage student-athletes to excel in their sport and beyond;*
- *To innovate the College's recruitment effort and increase the number of total undergraduates in the traditional day program;*
- *To enhance the College's image through successful varsity programs and community service initiatives;*
- *To retain and help all student-athletes through the matriculation process and continue to build meaningful relationships with alumni.*

INSTITUTIONAL ASSESSMENT COMMITMENT

Continue to work towards the development of a realistic and useful institution wide assessment plan to support institutional growth and continuous improvement.

ACTION:

Director of Assessment continues to work with College departments, especially academic department chairs and faculty to implement components of our institutional assessment program; introductory faculty training session conducted at the beginning of each academic year. Pilot the use of a new eportfolio product (Mahara) during the 2010-2011 academic year to foster learning intentionality among students and strengthen institutional assessment capabilities. Beginning in fall 2010, institute a Program Assessment Review Board to review program reports and foster a continuous improvement cycle.

► ONE COLLEGE, THREE SCHOOLS

This concept is meant to bring together each of the three major academic programs of the College, (*i.e.*, the Day College; the Accelerated Degree programs; the New Dimensions program) while recognizing and celebrating the differences and distinctions within each of the programs and delivery systems. This will be featured in the following areas and will be developed and evolved over time.

ACTIONS:

- *The College's updated website will reflect this **One College-Three Schools** concept.*
- *Promotion of the College's Catholic and Dominican Tradition in new and different ways will reflect this concept. New direction in Campus Ministry student, faculty/ staff participation in Liturgy increases.*

- *Institutional Advancement will promote the **One College-Three Schools** concept through publications and alumni office outreach programs.*

▶ INSTITUTIONAL ADVANCEMENT AND MARKETING

Under the direction of the new Vice President for Marketing, work to develop and implement an integrated approach to marketing in order to increase awareness of the College's mission and programs.

ACTIONS:

- *Unify design and approach to all institutional marketing, 2010-2011;*
- *Form a Strategic Planning Committee for Institutional Advancement and Marketing, fall 2010;*
- *Use the College's 85th Anniversary celebration as an opportunity to foster greater awareness of the institution, 2010-2011.*

ASSUMPTIONS FOR STRATEGIC PLAN
2003/2004 – 2008/2009
2009/2010 – 2013/2014

Enrollment Revenues

Actual Enrollment Revenues 2003-2009 (*Exhibit A*)

Projected Enrollment Revenues 2009-2014 (*Exhibit A*)

Operational Budget Results and Projections

Revenues 2003-2009; 2009-2014 (*Exhibit B*)

Operational Budget Results and Projections

Expenses 2003-2009; 2009-2014 (*Exhibit C*)

ALBERTUS MAGNUS COLLEGE STATEMENT OF MISSION

As noted above, a special *ad hoc* committee, appointed and chaired by the President, reviewed and recast the Mission Statement for the College. This effort, a recommendation of the NEASC accreditation process, included the opportunity for comment and suggestion from all faculty and administrative staff. The opportunity to recast and simplify the Mission Statement has been an important factor in new program exploration and consideration. The draft of the revised Mission Statement was presented for review and consideration by the Trustees for further discussion and was approved at the March 2003 Board of Trustees meeting. The Mission Statement and the guiding principles from which it emanates are as follows.

The mission of Albertus Magnus College is to provide an education that is scholarly, humanistically enlarging, and practical in its application. Founded by the Dominican Sisters of Saint Mary of the Springs, Albertus Magnus College remains faithful to the Judeo-Christian tradition and to its Catholic heritage, ready to respond to the evolving academic needs of its own students and of society at large.

The mission of the Albertus Magnus College Community derives from the dedication and commitment to the service of our founder and sponsor, the Congregation of Dominican Sisters of Saint Mary of the Springs. Reflective of the spirit of the Dominicans whose essential charism is the search for truth (*Veritas*) in all dimensions, we at Albertus assume responsibility for the fulfillment of our particular mission as an academic community. Certain guiding principles inform our mission and purposes:

- *The College embraces the liberal arts tradition and is committed to a vibrant and engaging General Education curriculum.*
- *The College prepares students to become lifelong learners who lead rich productive lives through engagement in their communities and the pursuit of meaningful careers.*
- *The College strives to bring together a richly diverse student body and cultivates an atmosphere that promotes mutual respect and ethical behavior.*
- *The College provides an atmosphere of close, positive interaction between faculty and students; thus offering students opportunities for personal challenge and growth, both as scholars and as human beings.*

- *The College seeks to provide an educational environment which enhances each student's individual development and his or her ability in and through groups.*
- *The College encourages student participation in academic internships, practica and relevant work experiences to assist them in meeting the demands and challenges of a complex world.*



STRATEGIC PLANNING COMMITTEES 2011-2012

Ex Officio Members of All Committees

Julia M. McNamara

President

John J. Donohue

Director of the Plan

Names in Italics = Faculty Member

Academic Programs

Chair: *John J. Donohue*

Members: *Mark Barreuther*

Jeremiah Coffey

Sr. Mary Faith Dargan, O.P.

Phyllis C. DeLeo

Melussa DeLucia

Natalie DeVauil

Janice Miles Dunn

Howard Fero

Deborah D. Frattini

Stephen Joy

Ragaa Mazen

Sean P. O'Connell

Irene Rios

Paul Robichaud

Eric Schoeck

Joan E. Venditto

Joseph Veth

Suzanne Yurko Wall

Financial/Capital Resources

Chair: Jeanne Mann

Members: *Sarah Wallman*

Nancy Fallon

Robert Imholt

Clara Munson

James A. Schafrick

Ron Waite

Patricia Yeaman

Technology/Delivery

Co-Chairs: Steven Gstalder

Anne Leeney-Panagrossi

Members: *Mark Case*

Scott Bartlett

Robert Hubbard

Greg Knobelsdorff

John Wasserman

David Garaventa

Enrollment Management

Co-Chairs: Richard J. Lolatte

Maureen V. Morrison

Members: *Deborah Frattini*

Norman Davis

Corey Schmidt

Michael S. Spinner

Nilvio Perez

Special Athletics Sub-Committee

Chair: Michael S. Spinner

Members: *Christine Atkins*

Carolyn Behan Krauss

Norman Davis

Deborah D. Frattini

Corey Schmidt

Maureen V. Morrison

Sean P. O'Connell

Mitchell Oliver

James A. Schafrick

Nilvio Perez

Special Marketing Sub-Committee

Chair: Andrea Kovacs

Members: Nilvio Perez

Ron Waite

Tim Raynor

Janice Dunn

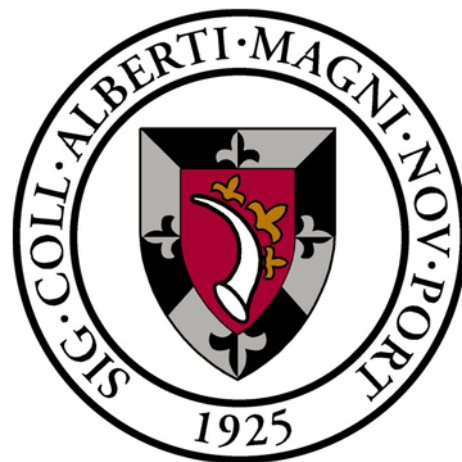
Irene Rios

Kristen DeCarli

Belinda Russell

Suzanne Yurko Wall

Albertus Magnus College



Strategic Plan 2009-2014

RJB/cbk 8/2009
SG edit 12/2011