



***ATTAINING THE SUMMIT:  
A PLAN FOR STONEHILL COLLEGE IN 2015***

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### **I. STONEHILL'S POSITION: PAST AND PRESENT**

Stonehill College, a Catholic institution committed to providing a liberal education of the highest caliber, was founded by the Congregation of Holy Cross in 1948 and continues to be sustained by the leadership and traditions of the founding Congregation. Stonehill began modestly in its first year with a student body of 134 men and a full-time faculty of nine holding classes in two small buildings. Initially, the College conferred degrees in the arts and sciences, adding business administration in the second year. Stonehill has grown to 2,350 full time equivalent students and 130 full-time faculty members on a beautiful 384-acre campus with 45 buildings. The early curriculum has expanded to 32 majors across the arts and sciences, business administration, other pre-professional programs, and interdisciplinary studies. The Catholic intellectual tradition enriches the life of the College and its students through its emphasis on the common good, the holiness of all creation, the concern for justice, and the value of stewardship of the world around us.

The College has made significant strides over the past 56 years and is poised to achieve ambitious goals for the future. Recently, Stonehill entered a phase of planning and growth that has resulted in significant academic change: a complete revision of the general education program; a process of program review designed to support and enhance academic departments; a faculty development program that encourages teaching, mentoring of students, and sustained scholarly contributions; and a heightened emphasis on learning outcomes, faculty-student research, and the intellectual, social, spiritual and moral development of students. Strengthened ties across the academic, mission, and student affairs divisions have created a collaborative effort to build the co-curriculum and enhance community service and service learning opportunities. The College also enjoys a strong financial position and increased philanthropic support from its alumni and friends.

### **II. STONEHILL'S VISION FOR 2015: ATTAINING THE SUMMIT**

With pride in our current endeavors, we aspire to still greater accomplishments. Over the next decade, the College will remain committed to its Holy Cross roots and “the education of the whole person.” The College will reiterate its dedication to offering academically rigorous programs of study—informed by new understandings of liberal learning—and to enriching students’ academic aspirations through appropriate integration of their scholastic and social lives. In the coming years, Stonehill will affirm its commitment to undergraduate education by anticipating the needs of the next generation of students and by building a community that celebrates the diversity of its individual members. On a campus dominated by a hill, Stonehill will focus its energies on *Attaining the Summit*—on creating a culture that fosters individual and communal responsibility and outstanding learning, teaching, and scholarly achievement. Successful implementation of this ambitious plan will result in Stonehill achieving a place as a top tier Catholic liberal arts college.

At their May and September 2003 meetings, the Board of Trustees endorsed the following planning assumptions and presidential vision statements, which served as the key planning principles in the development of Stonehill's long-range plan:

***Planning Assumptions:***

1. Stonehill will remain a Catholic college sponsored by the Congregation of Holy Cross.
2. Stonehill will grow to 2,500 FTE in the year 2015 (Current FTE is approximately 2,350).
3. Stonehill will have 2,100 resident students and 2,000 beds (with an average of 100 students studying off-campus each semester).
4. Stonehill will remain primarily an undergraduate degree-granting institution (with the possibility of one or two small graduate degree programs).
5. Stonehill will continue to recruit a faculty whose primary mission is to provide excellence in teaching, mentoring, and scholarship.
6. Stonehill's campus will offer programming on a 12-month basis, primarily in support of its core academic mission but also as a potential source of increased revenue, as a tool to market its academic mission (i.e. international summer programs, etc.), and as a way to provide outreach and support to local and regional groups.

***Vision Statements:***

1. The academic program will be known for its rigor and its quest for excellence. Its twin peaks will be the core disciplines of the liberal arts and the mastery of specialized knowledge required by the professions—with the goal of inviting students to engage the wisdom and questions of the ages while preparing them for future study and productive careers.
2. The residential and co-curricular program will create a campus culture that promotes the integral development of every student and fosters a climate of competence, compassion, and ethical development.
3. Stonehill's Catholic and Holy Cross character will infuse its mission and programs and provide a context and horizon for its development.

Over the past six months, the President and Vice Presidents have led a campus-wide effort in which sixty-five members of the Stonehill community working on five task forces planned for the College's future. Many innovative and daring discussions have informed the development of this long-range plan; over 400 faculty members, administrators, staff, students, and alumni have engaged in discussion and debate about the College's aspirations and goals.

**III. CORE STRATEGIC DIRECTIONS OF THE LONG-RANGE PLAN**

The Stonehill community fully recognizes that much hard work and discipline will be needed to advance the College to the next level of excellence. The objectives and strategies in this long-range plan outline an ambitious strategy that will put Stonehill on a clear path to attaining the summit. These have been informed largely by the following core strategic directions. By 2015:

1. Stonehill will feature rigorous and challenging academic and co-curricular programs that will attract highly qualified students. The College's success will be measured by its ability to develop in students six

crucial learning outcomes: critical intellectual engagement, disciplinary mastery, social responsibility, leadership and collaboration, effective communication, and personal growth and development.

2. Stonehill will provide a learning environment that encourages crossing borders and emphasizes the education of the whole person by promoting interdisciplinary inquiry and by facilitating student learning and development. Through the seamless integration of the curriculum and co-curriculum, students will cross the traditional boundaries of the discipline, classroom, laboratory, residence hall, chapel, or library and become prepared to live truly integrated lives.
3. Stonehill will have engaged and active faculty members who are committed to undergraduate teaching and scholarly contributions that expand knowledge and practice in their disciplines, who strive to implement the best practices in pedagogy, and who model for students a passion for learning.
4. Stonehill will have built—and will continue to build—physical environments that support 21<sup>st</sup> century learning, teaching, and living.

#### **IV. RESOURCES TO SUPPORT THE LONG-RANGE PLAN**

This plan is ambitious and will require a significant investment over the ten-year period. College leadership will need to focus on improving Stonehill in specific priority areas that have been identified as most critical to College's future success. While this plan outlines objectives and strategies for advancing the academic and co-curricular programs to the next level of excellence, the College fully recognizes that successful implementation of these initiatives will require increased financial support and investments in its campus facilities, human resources, and integrated marketing and communication strategies. Therefore, in support of attaining the summit, the College will:

1. Employ current resources to support priorities for attaining the summit and develop effective strategies to garner new resources from gifts, grants, the proposed comprehensive campaign, endowment growth, and a strategic pricing policy.
2. Invest in areas that will be necessary for the successful implementation of this plan, which include cultivating the College's human resources, implementing organizational development programs as appropriate, and continuing to further enhance management systems.
3. Develop and implement an integrated marketing and communication strategy that will clearly articulate to both internal and external constituencies the distinctiveness of a Stonehill education with the goal of enhancing the College's reputation, strengthening its enrollment picture, and cultivating increased philanthropic support.

#### **V. THE LONG-RANGE PLAN: OBJECTIVES & STRATEGIES**

##### **Overview:**

Recognizing that the liberal arts and sciences have always been central to Stonehill's core mission and that the pre-professional programs offered at the College also depend upon the cornerstone of a liberal education, Stonehill will continue to strengthen and expand the liberal arts and sciences in order to excel as a liberal arts college. Stonehill will also take steps to ensure that pre-professional programs offer students the professional training they need within the broad context of liberal learning. The College's success in securing a place among the best Catholic liberal arts colleges in the nation will be measured by a variety of internal and external benchmarks, such as graduate school placements, student and faculty grant successes, alumni support, and the judgments of rating agencies.

Stonehill will pursue strategies to improve student outcomes in all academic programs of study, develop programs that bolster the liberal arts and sciences, fortify those pre-professional programs that have traditionally been important to our students, strengthen the Catholic identity of the College, and position the College to excel within an appropriate group of peer and aspirant institutions. Stonehill recognizes the need to develop a peer group that includes both national liberal arts colleges and our traditional competitor institutions—identified by cross-applications and by applicants’ “Will Not Attend” surveys.

As a Catholic College, Stonehill will remain committed to the values of the founders, the Congregation of Holy Cross. Stonehill will also expand the student experience through a more explicit academic emphasis on social justice, participatory citizenship, and ethical values. Such an emphasis appropriately expresses the ideals of the sponsoring religious congregation that have always been focused on educating young men and women to be people who practice justice and live compassionately.

Stonehill has many opportunities to eliminate barriers to interdisciplinary inquiry and encourage broad co-curricular and extra-curricular integrations that help to produce the six crucial student learning outcomes. In the *curriculum*, interdisciplinary courses and programs invite students to discover relationships across the disciplines, to navigate critically among competing ways of knowing, and to draw on the tools of multiple disciplines to address complex questions. The *co-curriculum* includes programs, cultural events, experiential learning opportunities, advising and career planning services, and clubs that directly support and interact with the curriculum. *Extra-curricular* activities are student social activities and varsity and intramural athletic contests that form an important part of the student experience, indirectly support the curriculum and can directly enhance a number of the critical learning outcomes (leadership and collaboration, effective communication, and personal growth and development).

The commitment to become a community of interdependent thinkers who embrace pluralism and who appreciate the intellect, skills, talents, and opinions of others will guide Stonehill’s programs and policies. The College requires all first-year students to write four-year plans that—while they constantly change—invite students to be intentional in choosing courses, co-curricular experiences, and other activities that will develop them as whole persons. Students will experience a challenging and inclusive four-year residential experience that respects and celebrates the individual while simultaneously fostering a sense of community and a campus culture unique to the institution. The faith life of students will be nurtured through their experience of worship and prayer. The liturgical life of the College will foster a strong sense of community and an awareness of the presence of God in one’s life. Intellectual engagement will be encouraged in the living environment through co-curricular programming and explorations of spirituality and ethics.

Stonehill recognizes that an engaged and active faculty is the cornerstone of a dynamic undergraduate curriculum. Faculty members who remain current in and actively contributing to their fields of expertise, while implementing best practices in pedagogy, model for students the very engagement they seek to stimulate. Faculty members not only model for students a passion for learning, they also benefit the College in the external world by extending knowledge in their fields. For these reasons, Stonehill will continue to hire and retain faculty members who are committed to undergraduate teaching and mentoring and to scholarship in their disciplines.

In addition to building the curriculum, the co-curriculum, and the faculty, Stonehill will continue to build a campus that meets the educational needs of students. In spite of an enviable record of caring for campus

facilities, certain aspects of Stonehill's physical environment simply are not adequate for 21<sup>st</sup>-century learning and teaching needs. Indeed, some parts of the campus infrastructure actually limit activities that are essential to a liberal education and to achieving the goals articulated in this plan. With this in mind, Stonehill College will develop a physical campus environment that is at once highly functional and aesthetically pleasing; at once state-of-the-art to accommodate current programmatic needs and flexible enough to anticipate changing future needs and resources; at once professional yet characterized by the openness that has historically been the hallmark of the Stonehill campus.

### **Long-range Objectives & Strategies:**

**Long-range Objective #1: Building on a strong foundation, Stonehill will offer a rigorous and challenging curriculum in which students develop knowledge and skills through general education, master at least one major area of study, and have the flexibility to explore other programs, coursework, study abroad, internships, independent research, and further experiences unique to their own educational plans. Interdisciplinary courses and programs will continue to be strengthened and new ones will be proposed and implemented, with the goal of inviting students to discover relationships across disciplines, navigate critically among competing ways of knowing, and draw on the tools of multiple disciplines in order to address complex questions. Targeted learning outcomes in the areas of critical intellectual engagement, disciplinary mastery, and effective communication will include:**

- ◆ **Content knowledge in required core disciplines;**
- ◆ **Demonstrated competency in skills crucial to success in their programs of study, including critical thinking, clear writing, effective speaking, and statistical reasoning;**
- ◆ **The ability to integrate knowledge across disciplines;**
- ◆ **An understanding of and respect for diversity of persons and cultures;**
- ◆ **Facility in teamwork and collaboration;**
- ◆ **The capacity to apply critical reasoning skills to ethical questions; and,**
- ◆ **Preparation for post-graduate study and careers.**

**Action Strategies:** To achieve this objective, Stonehill will:

- ◆ **Enhance the Academic Program:** With a renewed emphasis on student outcomes, the College will review and, where necessary, redesign its current curriculum, strengthen existing programs of study, and develop new programs of study as needed. Some strategies include:
  - Exploring (in the context of General Education assessment and departmental program review) the best practices for curriculum design, including requirements, credit models, and the balance of liberal learning and disciplinary mastery. In considering the best models for delivering instruction, the College will attend to widely accepted quality indicators such as student-faculty ratios, class size, and percentage of classes taught by full-time and terminally qualified faculty members.

- Examining future choices for program development that will support the College’s liberal arts identity and will develop within students the six student learning outcomes that have been identified in this plan as the hallmark of a Stonehill education.
  - Continuing the tradition of requiring courses in Religious Studies and Philosophy.
  - Nurturing humanities programs, which provide the foundation for the general education program and which offer students outstanding majors that focus on both disciplinary mastery and preparation for post-graduate study and careers—and exploring opportunities for interdisciplinary study and internship experience across all humanities disciplines.
  - Continuing to strengthen science programs, which are essential to a quality liberal arts college. At Stonehill, science disciplines have led the entire College in proposing and bringing to fruition programs that have become “signature” institutional initiatives: undergraduate research, instrumentation grants, and outreach to high school students and teachers. Chemistry can offer a standard to other departments for creating successful department-level planning and evaluation that focuses on student outcomes. The College will continue to support these efforts during the long-range planning period.
  - Exploring accreditation for pre-professional programs through a variety of disciplinary accrediting groups. Stonehill’s largest pre-professional program (Business Administration) is currently in candidacy for AACSB accreditation. Stonehill will continue to implement best practices as defined by such external groups in order to create excellence in these programs of study.
  - Encouraging interdisciplinary links between pre-professional programs and the liberal arts and sciences and actively promoting opportunities for students to major in or explore coursework in several pre-professional fields.
  - Setting goals for student literacy in information technology and reviewing models for the use of technology to facilitate active learning.
- ◆ **Foster Interdisciplinary Learning:** The College will use the program review rubric and the targeted goals for learning outcomes to inform the continual improvement of existing programs and to evaluate new program proposals for interdisciplinary courses and programs. The College will explore ways in which curricular and co-curricular programming and student research can be more explicitly interdisciplinary, and will offer student services that encourage student exploration and personal growth and development.
- ◆ **Enhance and Integrate Student Learning Opportunities:** The College will continue to promote and develop internship, study abroad, and service learning—and will increase support for and recognition of students’ academic achievement, while at Stonehill and after graduation. Existing services will be evaluated and, if necessary, revised to support enlarging student opportunities. Some strategies include:
- Shaping new and integrated training for student advisement that focuses on student responsibility for learning and assists faculty in identifying student opportunities appropriate for their advisees.
  - Promoting internship opportunities across all disciplines, and supporting all departments in developing one or more “practicum” experiences that allow students to test their readiness for work or for advanced study.
  - Refining the college-wide Honors Program to ensure that Honors Scholars have a challenging and distinctive experience within the curriculum, and that they, in turn, offer intellectual rigor back to the campus in the form of co-curricular programs such as lectures, film series, and symposia.

- Investigating potential funding sources for a “Student Development Fund” that will give a select number of students financial resources for undertaking innovative learning experiences or developing projects that extend their academic experience. These grants will be competitive and prestigious and will work as “venture capital” for students to take advantage of an opportunity outside Stonehill’s curriculum.
- Exploring and enhancing opportunities for students and faculty to engage in service learning and community-based learning. Stonehill will ensure that service-learning activities are grounded in and linked to academic theory.
- Seeking funding for need-based grants to allow students, regardless of need, to take advantage of Stonehill courses and Learning Communities that involve travel.

**Long-range Objective #2: In light of its Catholic character, Stonehill will offer a curriculum and co-curriculum that will cultivate student engagement with the perennial questions and contemporary challenges facing humanity, will explore the role of faith and revelation in the pursuit of truth, goodness, and beauty, will help students to embrace the demands and opportunities of civic responsibility, and will develop the knowledge and skills necessary for participatory citizenship. Targeted outcomes in the areas of critical intellectual engagement and social responsibility will include:**

- ◆ **Cultivating students’ intellectual and moral engagement;**
- ◆ **Encouraging students to understand ways in which different cultures and religions attempt to make meaning of their human experience, including enabling students to explore the Roman Catholic tradition’s understanding of the relationship between faith and reason in the pursuit of truth;**
- ◆ **Leading students to consider issues of social justice;**
- ◆ **Exposing students to prominent ethical stances in human history while promoting their own self-critical moral reasoning;**
- ◆ **Fostering in students a sense of commitment to civic and community responsibility as well as participatory citizenship; and,**
- ◆ **Encouraging students to promote in themselves the qualities of leadership that are central to achieving personal success and to the promotion of justice in the world.**

**Action Strategies:** To achieve this objective, Stonehill will:

- ◆ **Enhance the presence of the Catholic Intellectual Tradition:** The College will investigate ways to offer students further opportunities to explore the Catholic intellectual tradition—in particular, familiarizing students with the language of Judeo-Christian discourse (creation, covenant, incarnation, sacrament) and examining classic tensions in Catholic thought (the secular and the sacred, immanent and transcendent, nature and grace, sin and redemption, death and resurrection). Students should be able to explore more deeply how Catholicism has addressed certain perennial questions.
- ◆ **Create a Social Justice Theme in General Education:** The College will explore ways to focus some parts of the Cornerstone program around issues of social justice and participatory citizenship.

- ◆ **Integrate Community Service Programs and Enhance Participation:** The College will develop and enhance community service programs, which partner direct service with a comprehensive reflection component (theological, socio-economic, cultural, etc.). The goal of these programs will be to continue to assist students as they become participatory citizens concerned with the common good and empowered to make life choices in light of their core values.

**Long-range Objective #3: Within the residence halls, the College will provide students with multiple experiential opportunities for intellectual, social, and spiritual growth by providing an integrated “living-learning” environment through the seamless integration of the curriculum and the co-curriculum into students’ residential experience.**

**Action Strategies:** To achieve this objective, Stonehill will continue to support and also expand opportunities to build communities across borders which will include the examination of living-learning environments in the residence halls; theme-based specialized housing; worship in residence halls; adult presence in the halls; and collaborative interdivisional efforts such as those that produced the Cultural Encounters seminar. In order to create an integrated living-learning environment for the students, the College will need to commit to the preservation of current space within the residence halls, outside of individual student rooms, dedicated to academic, social, and reflective endeavors.

**Long-range Objective #4: For interested students, the College will create a four-year, integrated leadership program that will emphasize working towards advanced leadership. Students will be encouraged to explore leadership in their academic, co-curricular, extracurricular, athletic, professional, and personal pursuits and will exhibit the leadership skills learned at Stonehill in their lives both during and after graduation. Targeted outcomes in the area of leadership and collaboration will include developing in students the ability and willingness to:**

- ◆ **Work effectively in a team;**
- ◆ **Work collaboratively toward common goals;**
- ◆ **Commit to honorable and ethical conduct in their intellectual and social pursuits;**
- ◆ **Make thoughtful and ethical decisions;**
- ◆ **Practice good citizenship;**
- ◆ **Have a strong sense of social justice.**

**Action Strategies:** While recognizing that not every student will become a leader during four years at the College, Stonehill will give enough attention to leadership to prepare all students for future leadership in their fields of endeavor. And for those interested in more substantive leadership development, the College will coordinate existing student leadership opportunities in a four-year leadership program that will integrate and develop such roles as resident assistantships, teaching assistantships, and community service coordinators. Coupling student development goals and leadership opportunities, this coordinated program will provide students with both an academic and experiential understanding of leadership. Stonehill will ensure that the program encourages students to seek opportunities for leadership beyond the walls of Stonehill (i.e. study

abroad, internships, volunteer experiences, etc.) and well beyond their four years of college. Efforts will be made to support student leadership through mentoring by faculty members, administrators, and staff. Over the years, leadership development opportunities have increased significantly and are now made available through various college departments across multiple divisions. The College will determine the best means of centralizing the coordination, administration, and assessment of this program.

**Long-range Objective #5: The College will create a four-year, integrated wellness program that empowers and educates students to make good choices regarding their physical, spiritual, social and emotional development and well-being and to impress upon students, faculty, and staff that overall balance and wellness are critical to students' positive collegiate experience, including their intellectual growth and academic success. Targeted outcomes in the area of personal growth and development will include:**

- ◆ **Contributing to the common welfare of students by building a community and physical environment that emphasizes the interrelatedness with others in society;**
- ◆ **Enhancing students' awareness of their personal responsibilities;**
- ◆ **Developing students' knowledge of health and nutrition, including the importance of regular physical activity and exercise and available health care resources;**
- ◆ **Challenging students to seek and encounter God and to see one another as brothers and sisters, to recognize the inherent dignity of all people, and to affirm and cultivate an awareness of the transcendent through ritual and reflection.**

**Action Strategies:** To achieve this objective, Stonehill will employ existing departments that are critical to fostering students' personal growth and development and enhancing students' overall wellness. This program will support efforts to develop, coordinate, and integrate a College-wide approach to student wellness that encompasses the various emotional, physical, and spiritual dimensions of a students' life. The College will also investigate ways to implement best practices for health programming which emphasize preventative education as well as to enhance opportunities for and qualities of recreational, intramural, and intercollegiate athletic experiences. In addition, the College will provide programs and events that encourage students to consider the nature of God, one's relationship with God, and how God interacts with the world. To this end, the College will continue to develop and implement opportunities that explore the spiritual dimension of human existence through engagement with the Roman Catholic spiritual tradition, as well as other religious traditions. These will include: liturgy and worship, prayer, faith sharing, and lectures. Over the years, programs, services, and activities related to students' personal growth, development, and wellness are made available through various College departments across multiple divisions. The College will determine the best means of centralizing the coordination, administration, and assessment of this program.

**Long-range Objective #6: Stonehill will recruit, enroll, and retain students whose aptitude, competence, skills, and abilities predict that they will complete with success a rigorous and challenging program. In turn, Stonehill will offer a program that produces graduates who thrive in a diverse context; who recognize their potential for leadership in their chosen fields; who remain intellectually curious, committed to life-long learning, and open to exploring and developing their spiritual selves; and who are committed to civic and community engagement.**

**Action Strategies:** To achieve this objective it is essential that the College provide a consistent message to internal and external audiences about the nature and value of a Stonehill education. With a clear communication strategy, Stonehill can be confident that applicants understand and are interested in what Stonehill has to offer. The College will develop recruitment and enrollment strategies based on targets and priorities for enrollment capacity, student aid, student quality, geographic representation, ethnic, cultural, and economic diversity, and programmatic distribution. In order to continue to attract and retain a diverse and talented student body, additional funds will be raised to build scholarship support funded through the endowment. The College will seek to improve its current academic profile and will establish strategies for this improvement in key areas, such as tracking the 25<sup>th</sup>-75<sup>th</sup> percentile of SAT scores and rank in class. Specific enrollment targets for areas of the curriculum will be developed in ways that make best use of available resources to support liberal arts identity and stated strategies for the academic program. Enrollment targets for business, other pre-professional, liberal arts, and sciences will be established to support this goal, but it is clear that the general goal will be to decrease the number of students in Business and to anticipate an increase in science enrollments that will accompany the opening of a new facility.

The College will continue improving the racial and economic diversity of the student body and creating a welcoming and supportive campus climate for all students. Some possibilities to enhance diversity within a Catholic college may include exploring the recruitment and enrollment of students from immigrant communities and increasing the number of transfer students through articulation agreements with community colleges. Where necessary, the College will review and refine admissions processes and strategies based on priorities identified for student enrollment. The College will also develop recruiting strategies in areas that hold the greatest potential for increased market share in the U.S. and in targeted international areas and will explore creating an alumni network for admissions-related efforts.

**Long-Range Objective #7: Stonehill will have an engaged and active faculty committed to undergraduate teaching, to scholarly contributions in their disciplines, to best practices in pedagogy, and to modeling for students a passion for learning.**

**Action Strategies:** To achieve this objective, the College will:

- ◆ **Enhance Faculty Development Around Pedagogy:** Recently, the College was awarded a grant from the Davis Educational Foundation in support of a number of initiatives in faculty development for teaching. As with most grants, the initiatives begun under the auspices that this funding will eventually need to be integrated into the College budget. The College will continue to monitor best practices on use of faculty development funds and to augment the pool of monies as necessary. Some elements of the program include: enhancing technology training and development, creating a mentoring program, and designing and implementing training seminars on pedagogy.
- ◆ **Support Faculty Research:** The College will continue to recognize that faculty research is essential to Stonehill's mission and will expand the opportunities for student collaboration in that research where appropriate. Faculty who are engaged in significant research projects will have opportunities to pursue their research during regular semester sessions. Also, faculty research support must be streamlined, enhanced, and made more competitive—and the outcomes of that research must justify the budget expenditures. Examples of this will include: creating a faculty course release pool, consolidating grant funds, and expanding the SURE program and summer grant program in creative ways.

- ◆ **Endowed Chairs:** The College will seek external funding to endow faculty chairs. Chairs will be used both to attract new faculty and to support and showcase the work of current faculty. Given the competitive environment in which Stonehill recruits faculty candidates, endowed chairs will assist the College in attracting and retaining the finest faculty. Moreover, the College's ability to draw in gifts to endow professorships signals our emerging academic stature and institutional maturity.
- ◆ **Diversity:** In the planning process, Stonehill College affirmed its commitment to diversifying the faculty, staff and student body. In order to meet its goals, Stonehill must be proactive in building consensus about the value of a diverse community of teacher/scholars and staff. It is impossible to underestimate the importance of a diverse campus to attracting and retaining students of color. The focus of efforts in the faculty area must be three-fold: to examine the curriculum and to broaden the highly western focus of coursework to include more global perspectives; to increase the number of minority faculty across all disciplines; and to create a community that embraces the plan to increase diversity on campus.

**Long-Range Objective #8: Stonehill will build physical environments that support 21<sup>st</sup> century learning, teaching, and living needs as outlined in the Campus Master Facilities Plan.**

**Action Strategies:** To achieve this objective, the College will:

- ◆ **Utilize Campus Facilities Master Plan As A Guide for Capital Projects:** When endorsed by the Board of Trustees, the College will follow the Campus Master Plan's general outline and vision, and to the extent possible, recommendations for implementation. Modifications will be made routinely based on operational and fiscal realities. Recognizing that the Campus Master Plan outlines approximately 30 years of capital improvements, the College will closely align the phasing of capital projects in the next 10-year period with the priorities of the plan. A formal 10-year facilities planning system will be put in place which will help ensure successful implementation of this objective. This plan will be fully integrated with institutional and strategic and financial plans and, in addition to reflecting plans for new construction, it will provide ample provision for replacement, adaptation, and renewal projects.
- ◆ **Enhance and Expand the Academic Quad:** Stonehill will reclaim and expand the use of the Academic Quad to enhance the intellectual environment and the academic and co-curricular program. Specific recommendations for the 10-year period include:
  - Evaluating infrastructure and roadway improvements to determine the degree to which expanding the pedestrian spine is the best means, given the financial requirements, of building and expanding the academic quad.
  - Building a new science center that supports teaching and research needs in the sciences and that functions as a focal point of academic life on campus. The inclusion of general science laboratory space, a mid-size auditorium for campus-wide use, and generous spaces for small group work will ensure that this is a building for the entire campus.
  - Evaluating uses of existing space and potential renovations in the academic quad using the guiding principles in the Campus Master Plan. Assignments and renovations of space in the academic quad will be geared toward building the intellectual environment and facilitating border crossing in the curriculum and co-curriculum. Wherever possible, space in the academic quad should house academic and student services functions. Some possibilities for use of existing and/or renovated space in the academic quad may include: enhancing faculty offices, creating gathering/social spaces, upgrading classroom spaces, and creating centralized hospitality options. This recommendation envisions the relocation of several administrative functions to the top of the hill.

- ◆ **Enhance Athletic Fields and Facilities:** The College will implement plans for the enhancement of the athletic fields on the west side of the campus as outlined in the Master Facilities Plan. If fund-raised monies become available in the 10-year period, the College will expand the Sally Blair Ames Complex and house all sports-related facilities under one roof. This will benefit both recreational, intramural, and varsity athletics and will enhance the quality of life and general wellness on campus.
- ◆ **Build a Residence Hall:** Depending on enrollment growth patterns and participation in international and domestic programs off campus, the College will build a new residence hall to achieve a residential student population of approximately 2,100 and to create a residential environment that fosters integrated living and learning.
- ◆ **Enhance Catholic Identity in the Physical Environment:** The College will create spaces across campus that support the College's Catholic identity and mission including the designation of sacred spaces and the intentional purchase and placement of religious art.
- ◆ **Enhance Technology:** Stonehill will continue to build systems that provide 24/7 web-based access to learning resources, specialized software, and other systems; to develop the infrastructure of the student e-portfolio system; to provide optimal solutions for faculty instructional and research needs; to support the library as a major campus information system; and to anticipate faculty and student migration to a laptop program and a wireless environment.
- ◆ **Maintain Existing Facilities:** The College will continue to follow its longstanding practice of maintaining all campus facilities in good condition and limiting deferred maintenance to minimal levels. This practice will be reinforced by regular facilities audits conducted either by outside consultants or College personnel.

**Long-Range Objective #9: In order to ensure that the College is “living” its mission and vision, the College will continue assessing, in an integrated and collaborative way, progress made against targeted goals and outcomes and using the results to identify and implement changes that will support the College’s quest for excellence.**

**Action Strategies:** To achieve this objective, the College will develop and implement a “best practices” approach to institutional and programmatic assessment. The College will develop a systematic approach for assessing progress made against the six crucial student learning outcomes in this plan that are hallmarks of a Stonehill education – critical intellectual engagement, disciplinary mastery, social responsibility, leadership and collaboration, effective communication, and personal growth and development – and for using the results to inform continual curricular and co-curricular program development and improvement across the College. In addition to evaluating student learning outcomes, the College will identify and measure institutional performance indicators in specific operational areas (i.e. finance, admissions, student services, etc.). Also, the College will identify, evaluate, and monitor accepted indicators of quality, both internally and externally generated, against established targets. The College will develop an Institutional Assessment Committee that will be responsible for the design, implementation, and coordination of this work and will appoint representatives in each division who will be responsible for managing, implementing, and maintaining the assessment program in their areas as well as providing expertise in identifying performance criteria.

**Long-Range Objective #10: Stonehill will invest in areas that will be crucial to the successful implementation of this plan, which include cultivating the College’s human resources, implementing organizational development programs as appropriate, and continuing to further enhance key management systems. Stonehill will create a working environment that emulates the learning environment it has created for its students where the concept of crossing borders is practiced by**

**committed and qualified employees in an integrated organizational structure and a disciplined, performance-based management approach that are truly mission-driven and student-centered.**

**Action Strategies:** To achieve this objective, the College will:

- ◆ **Recruit and Retain Highly Qualified and Dedicated Employees:** The College will invest in its human resources and implement the appropriate processes and procedures to ensure that it recruits, retains, and trains highly qualified employees that are oriented and committed to the College's vision and mission and capable of assisting the College with successfully implementing its long-range goals. Again, Stonehill will seek to employ a diverse staff, and to create a community that embraces the plan for a diverse campus.
- ◆ **Ensure Organizational Structure Reflects Border Crossing:** The governance system will be reviewed and, where necessary, revised in light of the College's commitment to achieving goals for border crossing, providing more integrated and effective support and services to key constituents, and utilizing processes and procedures (including technology) to ensure efficiency of operations.
- ◆ **Implement Organizational Development Efforts:** In recognition of the major changes that are and will be underway at the College and the difficulty of maintaining desired levels of effectiveness during such periods, selected organizational development programs will be brought into play where necessary. These could include areas such as: team building, coaching, leadership development, and collaborative culture management. These activities will be coordinated with the employee training and development program currently underway.
- ◆ **Further Develop Management Systems and Approach:** The College will continually improve its management systems and approach. The College will further develop strategic and operational planning systems to ensure that they provide the framework by which managers can effectively monitor and evaluate the successful implementation of major strategic initiatives as well as identify areas needing improvement. The College will exhibit a disciplined, performance-based management approach that reflects strong leadership and collaboration and effective communication.

**Long-Range Objective #11: Stonehill will develop and implement an integrated marketing and communication strategy that will clearly articulate to both internal and external constituencies the distinctiveness of a Stonehill education with the goal of enhancing the College's reputation, strengthening its enrollment picture, and cultivating increased philanthropic support.**

**Action Strategies:** To achieve this objective, Stonehill will establish an integrated communications team that will be charged with the task of developing an effective, consistent, and comprehensive program to enhance the image and reputation of the College. The team will:

- ◆ Explore the best practices among our peer and aspirant institutions for developing, implementing, and evaluating a campus wide communications program.
- ◆ Review existing research on image, competition, student satisfaction, and environmental scans as it pertains to Stonehill.
- ◆ Conduct internal and external audits to gather pertinent data that is not currently available.
- ◆ Conduct an audit of our current program of communicating with our diverse audiences. This audit will include evaluating our traditional means of communicating (magazines, view books, brochures, news releases etc.) as well as interactive means of communications (web, email, CD- Rom, etc.).
- ◆ Expand the internal communications effort to build support for the strategic messages of the long-range plan among faculty, staff, and students.

- ◆ Establish goals, determine target audiences, create communication action plans,
- ◆ Develop timelines and budgets for developing and implementing the plan.

**Long Range Objective #12: Stonehill will employ current resources and develop aggressive strategies to garner new resources to increase significantly the sources of funds for operations and capital improvements in support of this plan.**

**Action Strategies:** The College will create a comprehensive financial plan in support of the proposed long range program. As has been stated, the proposed long range plan is ambitious and will require substantial financial resources. To a significant degree the financial strategies to be employed will be similar to those successfully utilized under the existing strategic plan (FY2001- FY2005); namely, optimizing tuition and fee levels, a tight control on tuition discounts, and an aggressive annual fund effort. In addition, there will be a comprehensive campaign, additional long term borrowings and carefully planned and controlled spending programs in support of the various operational and capital investment initiatives. As has been true of the existing strategic plan, success in the financial areas will depend on the effective management of cash flow.

During the upcoming planning period, it is essential that the College continue to strengthen and expand its financial position. As with all other elements of the plan, benchmarks and performance measurements (such as those employed by Moody's Investors Service and Standard & Poor's) in support of improved targets will inform Stonehill's financial planning.