

ABOVE AND BEYOND | STRATEGY REPORT



IN A COMMUNITY COMMITTED TO BUILDING CHARACTER AND ENHANCING DIVERSITY, STONEHILL WILL ENGAGE STUDENTS IN DISTINCTIVE PROGRAMS THAT RAISE EXPECTATIONS FOR STUDENT ACHIEVEMENT AND THAT RESULT IN GREAT OUTCOMES.

ABOUT THE STRATEGY REPORT

The Strategy Report is designed to heighten the Stonehill Community's awareness of the strategic plan as it is implemented and to keep the Community up to date on progress along the way. In this edition, you'll read about progress the College made during the first year of the plan, as well as what's ahead this year. This edition also includes a summary of the College's financial results. The Strategy Report will be issued twice a year.

ABOUT ABOVE & BEYOND

Above & Beyond, Stonehill's third strategic plan, is the product of a planning effort that began in the Spring of 2008 with a series of town hall meetings at which President Cregan presented his vision for the planning period. Spanning 2011 through 2015, the plan contains a number of objectives centered on five key strategies. Above & Beyond was launched in August of 2010 at the Academic Year Opening Celebration. For more on the strategic plan, visit <http://www.stonehill.edu/aboveandbeyond.xml>.

THE BALANCED SCORECARD

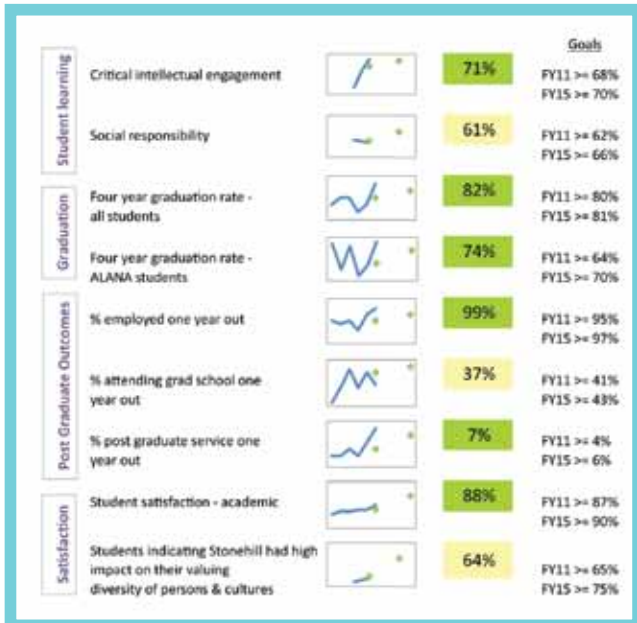
As Stonehill prepared to launch Above & Beyond, the strategic planning committee and the division heads decided to revise Stonehill's institutional dashboard. The result is Stonehill's new dashboard, the balanced scorecard. Used by many organizations both within and outside of higher education, the balanced scorecard approach provides a broad but comprehensive picture of institutional performance that has at its focus those whom the organization aims to serve. As Stonehill implements its strategic plan, it will look to the balanced scorecard to monitor progress in the following four key interrelated areas: student outcomes; key internal processes; innovation and organizational learning; and resource management. For each measure, the scorecard shows a blue trend line depicting historical data since 2006, where available, and green data points depicting both short-term goals and goals for 2015, which are also presented in the 'goals' column. The scorecard also displays for each metric the most recently available data, which is presented in color coded boxes that characterize performance relative to short-term goals. For a more detailed version of the scorecard and for information about how the metrics are computed, visit <http://www.stonehill.edu/x24716.xml>.

STONEHILL COLLEGE | BALANCED SCORECARD

FY 2011 DATA WITH FY 2012, WHERE AVAILABLE

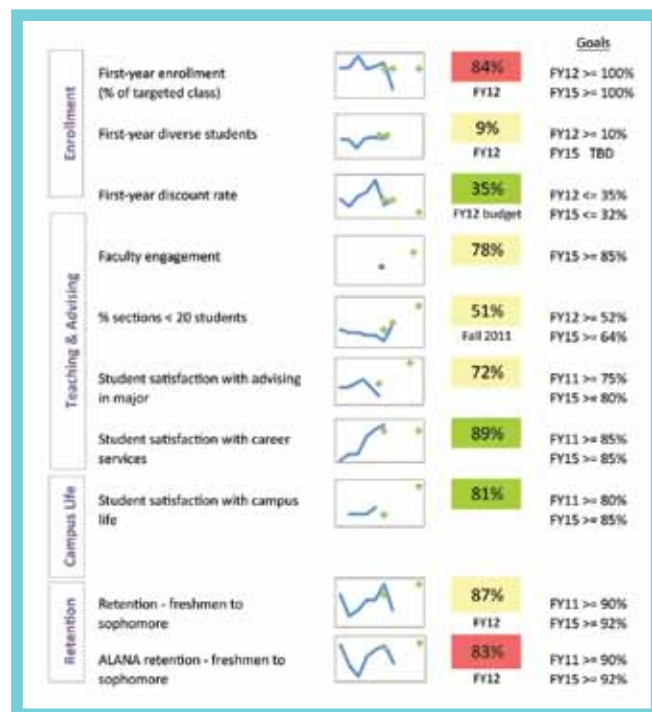
STUDENTS

HOW WELL ARE WE SERVING THEM?



ESSENTIAL INTERNAL PROCESSES

HOW WELL ARE WE PERFORMING THEM?



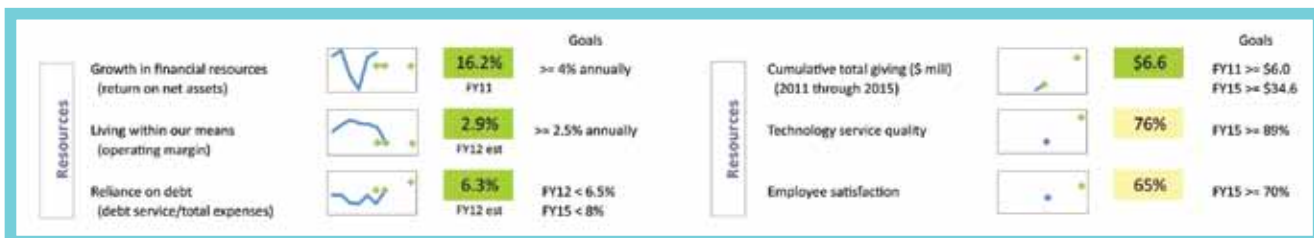
INNOVATION AND ORGANIZATIONAL LEARNING

WHAT ARE WE DOING TO SUSTAIN INNOVATION IN OUR CORE EDUCATIONAL MISSION AND TO ENSURE OUR COMPETITIVE ADVANTAGE INTO THE FUTURE?



RESOURCES

ARE WE MANAGING OUR HUMAN, FINANCIAL AND TECHNOLOGICAL RESOURCES EFFECTIVELY AND WILL WE CONTINUE TO HAVE THE RESOURCES THAT WE NEED TO EXCEL?



■ = better than short-term goal

■ = close to short-term goal

■ = well short of short-term goal

WHAT HAPPENED LAST YEAR

Progress was made in several key areas during the first year of the Strategic Plan.

RAISING EXPECTATIONS

- Approved elements of the new General Education program proposal
- Developed goals for student learning in all academic programs; developed eight-year academic program assessment and review cycle
- Alcohol Task Force researched the impact of alcohol use on students and formulated recommendations for change
- Re-evaluated the campus master plan; renovated dining commons and various spaces as part of office relocation program

CREATING ADVANTAGE

- Progressed toward AACSB accreditation, including submission of self evaluation report
- Began implementing academic department strategic plans
- Implemented the Career Liaisons project and piloted the Career Preparation Seminar

ENHANCING DIVERSITY

- Formed a Diversity Task Force to review the Enhancing Diversity strategy
- Launched various diversity discussion groups and placed greater focus on diversity in orientation and leadership training programs

BUILDING CHARACTER

- Approved the Catholic intellectual tradition curriculum requirement

STRENGTHENING COMMUNITY

- Participated in the Great Colleges to Work For program



2011

STRENGTHENING COMMUNITY

GREAT COLLEGES TO WORK FOR

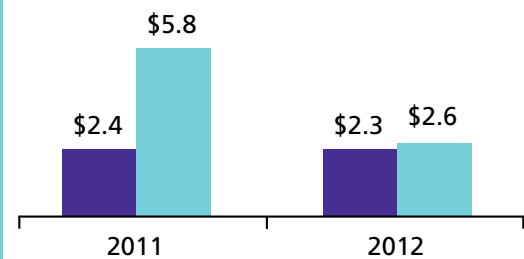
At the heart of the Strengthening Community strategy of the strategic plan is the desire to build an organizational culture that will strengthen our service to students. With this in mind, Stonehill participated in the Chronicle of Higher Education's 2011 Great Colleges to Work For program last spring. An employee survey focusing on the workplace was distributed to all full-time employees, 62% of whom responded, demonstrating a commitment to making Stonehill a better place to work. And while the survey's findings identified a number of strengths of which Stonehill can be proud, there are also several areas where improvement is needed. Over the coming weeks, the Strategic Planning Committee will review the survey results and determine how the initiatives in the Strengthening Community strategy of the strategic plan can be expanded in light of the survey's findings. For more on the survey, visit <http://www.stonehill.edu/x24705.xml>.

FINANCIAL RESULTS

Last year's financial results exceeded budgeted targets. Stonehill finished the fiscal year with an operating surplus of \$5.8 million versus a budgeted surplus of \$2.4 million (the surplus is computed by subtracting operating expenses from operating revenues). Last year's favorable results were primarily a function of higher than budgeted enrollment, slightly lower than budgeted financial aid costs, and lower than budgeted interest expense on the College's debt. The surplus was utilized to fund capital projects and principal payments on debt, neither of which are reflected in the operating surplus figure. Early estimates indicate that the *current* year surplus is on track to finish the fiscal year at a level of \$2.6 million.

Stonehill's endowment generated an investment return of 21.5% for the twelve months ending June 30, 2011, well ahead of the 7.5% budgeted target. The endowment was valued at \$151.2 million at the end of June.

OPERATING SURPLUS (\$ MILLIONS)



ENDOWMENT VALUES (\$ MILLIONS)



WHAT'S HAPPENING THIS YEAR

Stonehill will focus on a number of initiatives this year. Here's a look at the highlights.

RAISING EXPECTATIONS

- Begin implementing General Education program revisions, which are scheduled to take effect in fiscal years 2012 and 2013
- Begin assessing progress toward academic rigor goals as part of the variable credit curriculum
- Establish timeline for implementing Alcohol Task Force recommendations; begin implementing in FY 2012 where possible
- Enhance the advising, orientation and transitions programs of the First Year Experience
- Complete office relocation program; continue planning and fundraising for an expansion of the Sally Blair Ames sports complex

CREATING ADVANTAGE

- Host AACSB accreditation review team; obtain accreditation
- Continue implementing academic department strategic plans
- Review the class advisor model and student four-year development program; create a timeline for implementation

ENHANCING DIVERSITY

- Complete review of the Enhancing Diversity strategy; incorporate changes into Above and Beyond
- Continue implementing elements of the Enhancing Diversity strategy

BUILDING CHARACTER

- Introduce new student formation model
- Develop a plan for environmental sustainability

STRENGTHENING COMMUNITY

- Analyze Great Colleges to Work For survey results; set goals for improvement

2012

THE FIVE STRATEGIES

1

RAISING EXPECTATIONS

Raise the level of student academic achievement and engagement.

2

BUILDING CHARACTER

Build character in students and strengthen the character of the institution.

3

CREATING ADVANTAGE

Differentiate a Stonehill education by augmenting signature programs and creating distinctiveness that results in great student outcomes.

4

ENHANCING DIVERSITY

Enhance the diversity of persons, programs and traditions at Stonehill.

5

STRENGTHENING COMMUNITY

Build an organizational culture that strengthens our service to students and that can lead Stonehill to be recognized as 'a great place to work'.

For more on the strategies outlined in the strategic plan, visit our website at www.stonehill.edu/aboveandbeyond.xml

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