



CURRY COLLEGE

**Values, Voices, Vision:
Curry College Strategic Plan 2012-2017**

*An Update to the Curry College Community
January 23, 2013*

Letter from the President – January 2013

With a deep sense of pride in our community, respect and gratitude I am pleased to present to you *Values, Voices, Vision: Curry College Strategic Plan 2012-2017*.

This five-year Strategic Plan clearly demonstrates the dedicated commitment, collective wisdom and compelling vision that drives our College community to continually increasing levels of achievement and excellence – a community fully invested in making a lasting contribution to ensure that our College remains a vibrant, relevant and resilient institution of higher education.

This comprehensive and forward thinking Strategic Plan is the culmination and product of a two-year, campus wide effort that actively engaged students, faculty, staff and alumni in multiple ways – surveys, focus groups, town meetings and Strategic Planning Committee and Work Team service and groups. The values of openness, inclusiveness and transparency guided the entire planning process, and will continue to inform and guide the Implementation Phase of this important Plan. That this Strategic Plan is the product of our community has been clearly established by the hundreds of us involved over the past two years.

Our College has a rich history of successfully responding and adapting to complex institutional challenges. At this time in our history, when higher education is experiencing dramatic changes and rapidly evolving environmental threats, our new Strategic Plan clearly defines the complex external and internal challenges that lie ahead and establishes institutional priorities that are necessary actions and responses. Realizing the myriad of ambitious goals detailed in this Plan will be challenging, but will secure our institutional future, better prepare our students to engage in a complex and changing world and produce a more robust and engaged alumni community to participate in preserving the long term well-being of our College.

On behalf of our entire College community, I want to thank all the members of our community – students, faculty, staff, alumni and friends, for their dedicated Strategic Planning Committee and Work Team service. The significant time and talent they devoted to produce this high-quality Strategic Plan will serve as a lasting contribution to our great Institution.

I invite you and urge others within our College community to continue to engage and contribute to the exciting and demanding work before us. Together, I am certain that through our collective efforts and combined expertise, we will realize the ambitious goals and priorities outlined in this Plan. And in doing so, we will ensure a vibrant and sustainable institutional future of contribution and service to our students, faculty, staff, alumni and broader community.

Respectfully,



Kenneth K. Quigley, Jr.

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A special thanks to Lisa Huyghe for providing exceptional administrative support to the Strategic Planning Work Teams.

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***Strategic Direction I: Offer distinctive, relevant, rigorous
academic programs of quality***

Initiative A: Assure quality, relevance, and rigor in all academic programs and experiences by means of a robust structure and cycle of program planning and review.

1. Implement an annual program planning and review process that advances the goals of the College's Strategic Plan.
2. Establish a departmentally driven 5-7 year comprehensive cycle of program self-study grounded in the College's values, mission and goals; aligned with NEASC and other accrediting bodies; and, informed and reviewed by appropriate internal and external stakeholders.
3. Provide faculty and staff development, training, and the resources to support both the annual program planning and review process and the comprehensive academic self-study process.
4. Examine reorganizing academic departments into schools to provide for integrated program planning and review, allocation of resources, and advancing opportunities for accreditation and student connection.

Initiative B: Create new academic offerings that promote interdisciplinary learning, leverage current program strengths, and highlight relevance.

1. Implement guidelines and process for the development, consideration, approval, and start-up of new academic initiatives and programs, including new majors, minors, and concentrations.
2. Establish a new Institutional Committee to serve as an "*Advisory Board for New Program Proposals*" which includes broad-based representation from the proposing academic department(s), college committees, and administrative units with a charge of assessing the merits and supporting new program development and implementation.
3. Reinvigorate existing programs and develop new relevant academic programs and distinctive interdisciplinary programs based on academic strengths, industry standards, and student demand with input from academic departments, administrative units, and external stakeholders.

Initiative C: Advance opportunities for students to integrate classroom learning with authentic experiences through applied and experiential learning.

1. Require internships, service learning opportunities, or equivalent experiential education in all academic programs to advance student learning and postgraduate success.
2. Develop the infrastructure, systems, strategies, and resources to integrate applied and experiential learning throughout the curriculum.

Initiative D: Strengthen technology and curricular support to deliver enriched traditional, hybrid, and online instruction.

1. Develop and implement 21st century technology-enhanced curricula driven by learning outcomes assessment and relevant to current market trends and demands.
2. Create a comprehensive and continuous process for evaluating the effectiveness of the College's technological capacity to support teaching and learning.
3. Increase faculty development, support, and resources to strengthen the campus technology culture and advance innovative course design and delivery.
4. Establish benchmarks for faculty, staff and students to demonstrate proficiency in information, communications, and technology literacy.

Initiative E: Increase alumni engagement and business and civic partnerships to enhance academic programs and co-curricular experiences.

1. Establish program advisory boards that include internal and external stakeholders.
2. Embed co-curricular opportunities into academic program offerings to enrich students' learning experiences and improve postgraduate success.



Strategic Direction II: Attract, educate, and graduate students prepared to engage in a complex and changing world

Initiative A: Develop a data-driven approach to inform the integrated design, delivery, and assessment of academic and student support services to enhance the student experience.

1. Develop a comprehensive data warehouse along with the commensurate policies and procedures for defining, collecting, and maintaining data, as well as the policies for disseminating related reports and information to faculty, staff, students, and alumni.
2. Continuously improve student outcomes by implementing an integrated and iterative process for obtaining alumni feedback about the relevance of their student experiences.
3. Redesign a more student-centered approach for students to navigate institutional services, systems, and support to increase access, satisfaction, and persistence.
4. Evaluate the academic and psychosocial preparedness of incoming students to inform their academic planning, advising, and support needs.

Initiative B: Identify the academic, co-curricular, and support needs of distinct student populations and build a stronger infrastructure to target, attract, engage, persist, and graduate more students.

1. Develop a comprehensive, integrated, and centralized system of academic services and support for all students to increase wellness, success and persistence to graduation.
2. Identify and remedy specific curricular structures and course scheduling patterns across academic programs that create barriers to success.
3. Design and pilot integrated high support programs based on research and best practices to address the distinctive needs and characteristics of students who are at risk of not persisting.
4. Develop additional first-year and other cohort programs to increase enrollment, engagement, and persistence.

Initiative C: Create opportunities to strengthen student voice, responsibility, and commitment throughout the college community.

1. Create a culture and provide the training to support students to assume a more participatory leadership role within the College community.
2. Increase student responsibility for setting norms and expectations related to community and academic behavior with a focus on responsible decision-making.

Initiative D: Offer students the knowledge, skills, and competencies needed to responsibly navigate a world of rapidly changing professional and personal opportunities.

1. Commit to a systematic e-portfolio process that aligns career development, advising, and academic and co-curricular experiences to support students' career goals and aspirations.
2. Challenge students early and often throughout their academic career through service learning, internships, study abroad, and other experiential learning opportunities.
3. Increase mentoring relationships among faculty and staff with students to nurture students' personal and professional development.

Initiative E: Develop an integrated plan for communicating the value of a Curry education.

1. Engage alumni through collaboration with faculty and staff to improve the collection and dissemination of qualitative and quantitative data about their experiences at the College and their outcomes beyond graduation.
2. Promote consistent graduation outcomes through formative and summative assessment that demonstrate student competencies in communication, quantitative reasoning, research, writing, and technology.
3. Develop a distinctive institutional brand informed by the new Mission Statement that is operationalized and executed through an annual brand marketing effort.



Strategic Direction III: Foster an inclusive campus community that attracts, respects, and supports diversity in multiple forms

Initiative A: Articulate a clear commitment by leaders at all levels of the College to a more diverse and inclusive campus environment.

1. Express the College's commitment to a diverse and inclusive community by prominently displaying in digital and print materials an institutional statement that stresses the importance of understanding and respect in our increasingly interdependent world.
2. Display and promote institutional respect for an inclusive environment by strategically organizing and updating information about programming and events.
3. Celebrate a culture of diversity and inclusion campus-wide by making visible arts and symbols that reflect multiple voices and viewpoints.
4. Designate a prominent student-driven space that invites and values personal expression and diversity of thought.

Initiative B: Develop an integrated, evidence-based, and multi-faceted approach to attract and retain a diverse community of students, faculty and staff.

1. Develop a plan for attracting, recruiting, and retaining diverse student populations by drawing upon external and internal data.
2. Grow partnerships and join consortia that will support the recruitment and persistence of diverse students.
3. Advance collaboration with external organizations to provide internships and service learning opportunities for students to increase their understanding of diverse populations.
4. Create and implement recruitment guidelines similar to those created for faculty to increase diversity among staff members.
5. Explore relationships with organizations and institutions to facilitate international faculty and student exchanges.

Initiative C: Assess, engage and enhance the College community through ongoing training, programming, and curricular initiatives to support cultural literacy.

1. Administer a campus survey and conduct focus groups to benchmark the current campus climate relative to diversity and inclusion, identify strengths and barriers, and collect quantitative and qualitative data to inform goal-setting.
2. Enhance the curriculum to embody issues of diversity, inclusion, and equity to better prepare students for civic engagement and global awareness.

Initiative D: Develop and implement a comprehensive approach to deliver academic, co-curricular, and social experiences to a diverse student body.

1. Fill the position for Diversity and Inclusion to coordinate training, programming, and initiatives that nurture a supportive, safe, and diverse living and learning campus community.
2. Formalize a mentorship program that connects all students with a significant individual on campus to improve student satisfaction, success, and persistence.
3. Explore financial aid policies and practices to support an economically and culturally diverse student body.
4. Streamline and integrate the advising, financing, and academic planning and support processes to expand opportunities for students to study abroad.



Strategic Direction IV: Strengthen a culture of organizational integrity, accountability, and sustainability

Initiative A: Renew the College Mission Statement and develop a Vision Statement through a transparent and inclusive process that guides institutional progress and effectiveness.

1. Create a cross-constituency group of faculty, staff, administrators, students, alumni, and trustees to renew the College Mission Statement and develop a Vision Statement using the supporting materials developed within the strategic planning process.
2. Update the College's Mission Statement by recognizing the multiple populations currently served, the range of pre-professional and liberal arts offerings, and institutional distinctiveness.
3. Develop a process for assessing the College Mission Statement to ensure institutional effectiveness.

Initiative B: Examine and clarify the College's shared governance model to ensure inclusive voice and responsive decision-making.

1. Advance a model of shared governance that is guided by the principles formulated by the American Council on Education (ACE), the Association of Governing Boards of Universities and Colleges (AGB) and the American Association of Universities Professors (AAUP) which is accepted by the College and the AAUP and published in the *Statement on Government of Colleges and Universities*.
2. Study the composition of all institutional and faculty committees to ensure the appropriate composition, representation, and input of faculty, administrators, staff, and students into decision-making processes.
3. Charge the faculty body with conducting a self-study of its by-laws and governance with the goal of improving institutional responsiveness and effectiveness.
4. Develop and publish an institutional document that describes all college committees and clarifies their charge, scope of responsibility, reporting structure, membership, meeting schedule, and rotation.
5. Provide professional development, training, and the resources necessary to strengthen faculty, staff, and student governance.
6. Assess current institutional decision-making processes and make changes, where necessary, to improve institutional effectiveness, efficiency, and transparency.

Initiative C: Implement transparent and integrated planning structures and evaluative processes that advance the strategic plan, prudent risk-taking, and related College initiatives.

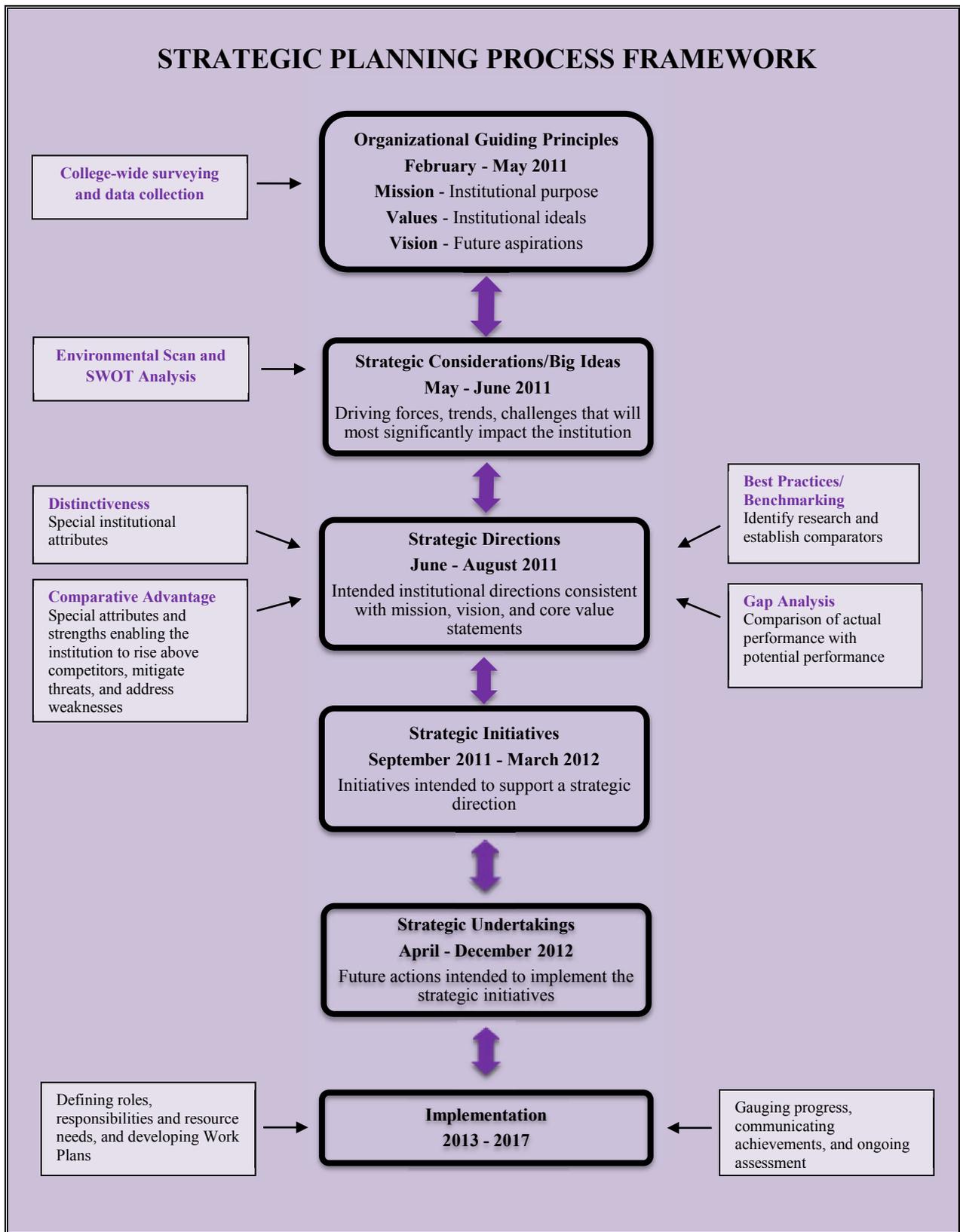
1. Create multi-year integrated plans and goals for strategic initiatives that set priorities for multi-year institutional budgets.
2. Create cross-constituency groups across departments to integrate planning toward common goals and to work together on issues related to streamlining processes, improving systems, and increasing institutional effectiveness.
3. Develop outcome and assessment measures to evaluate the effectiveness of the undertakings implemented through the strategic planning process.
4. Improve the infrastructure, management, and access to institutional research to strengthen and inform data-driven decision-making.

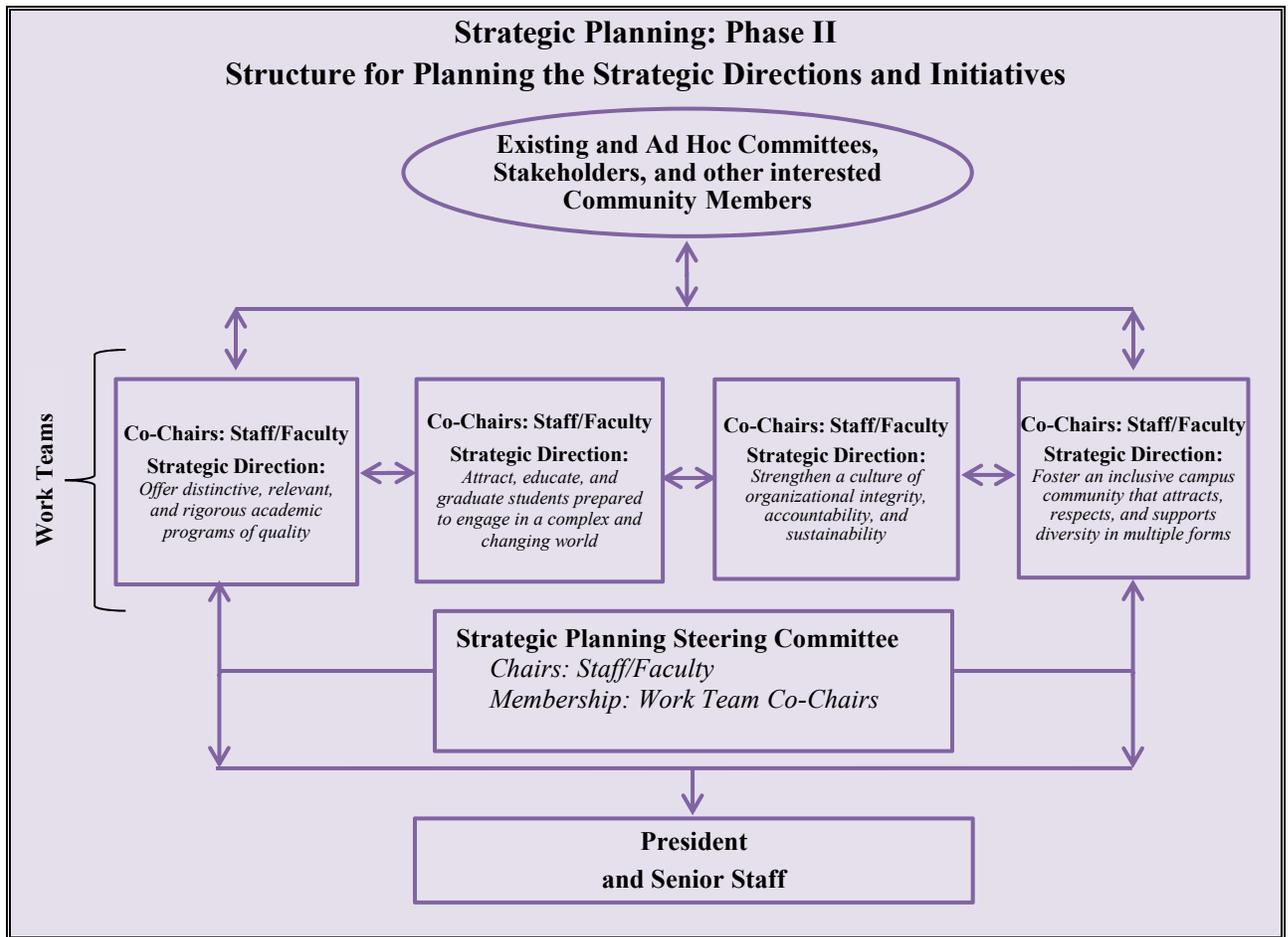
Initiative D: Develop a sustainable institutional growth model that projects the size and composition of the student body, College offerings, requisite full- and part-time faculty and staff, and the future economic resources and physical plant needs.

1. Develop a strategic enrollment plan built on achievable goals for retention gains and recruitment that ensures institutional sustainability.
2. Align enrollment planning with the strengths and distinctiveness of the College's academic offerings to increase retention and applicant yield.
3. Plan and support enrollment growth through benchmarking for the appropriate levels of full- and part-time faculty and staff.
4. Support enrollment growth through a sustainable financial aid strategy grounded in sound institutional financial planning.
5. Create a Campus Development Plan for physical facilities and a technology infrastructure that supports enrollment planning, including academic and co-curricular programming, and promotes environmental considerations.

Initiative E: Facilitate interaction across College constituencies in both formal and informal settings.

1. Develop a culture and strategies to increase cross-constituency communication to strengthen teamwork and collaboration across the college community.
2. Create spaces within the college environment to promote informal gatherings and conversations.
3. Assess the college community's use of electronic communications to improve its effectiveness.





Charge and Responsibilities of the Work Teams

Charge of the Work Teams

The Strategic Initiative Work Teams will develop a range of potential undertakings for their respective Strategic Initiatives that draw upon community and stakeholder input, identified college Strategic Directions, and NEASC Self-study projections and recommendations.

Responsibilities of Work Team Co-Chairs (consisting of a faculty member and a staff member for each team)

1. Create meeting agendas, organize, lead, and facilitate work of respective Strategic Initiative Work Team with appropriate administrative support provided
2. Disseminate meeting dates/times, agendas, and minutes to other Strategic Initiative Work Teams
3. Convene co-chairs from other Strategic Initiative Work Teams, where appropriate, to coordinate and align potential undertakings, identify prospective areas of collaboration, gain efficiencies, and leverage potential outcomes
4. Support ongoing transparent and inclusive communication to the greater College Community

Responsibilities of Work Teams (comprised of representative faculty, staff, and students)

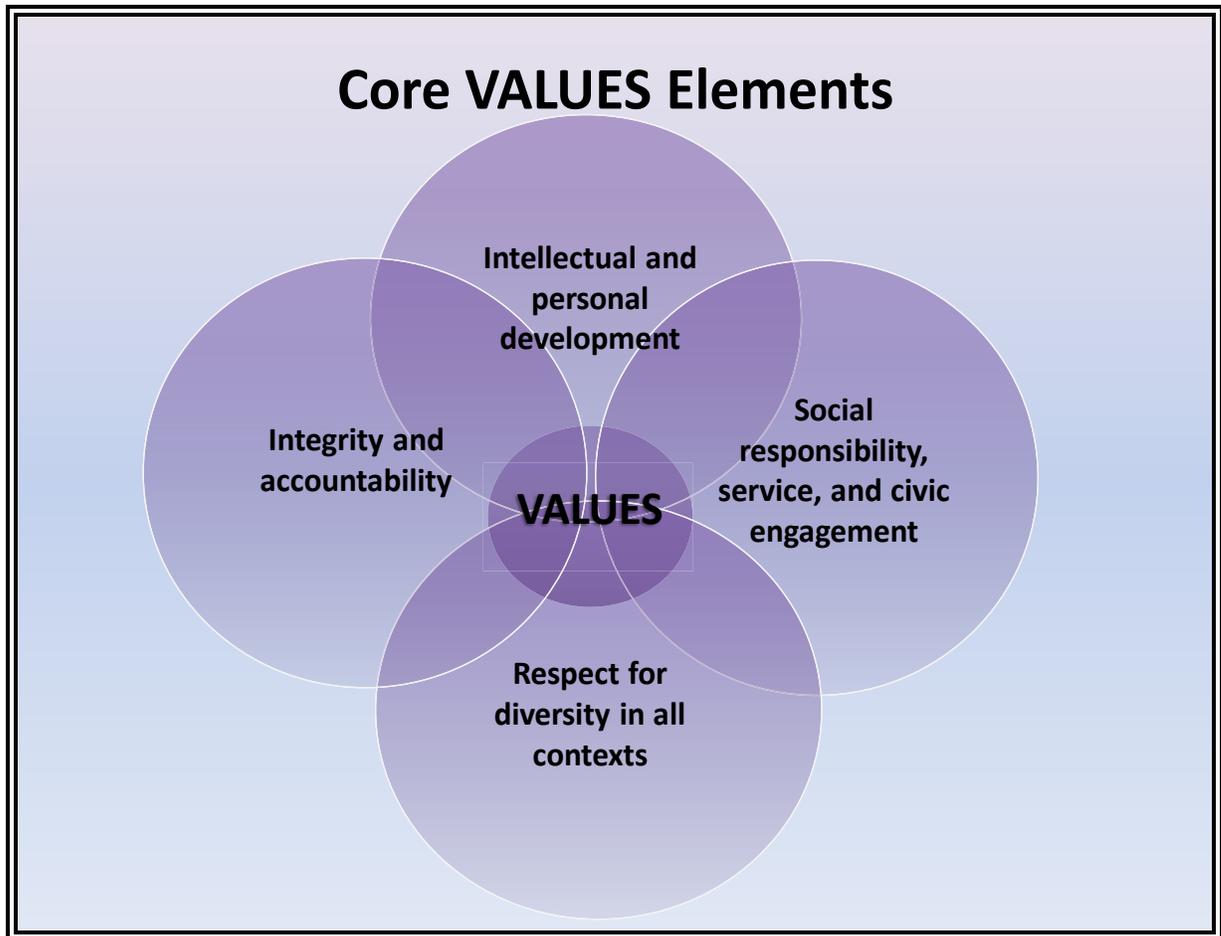
1. Identify the scope of their respective Strategic Direction and Strategic Initiatives based upon the Strategic Planning Committee's completed work as detailed in the Spring 2012 Strategic Planning Report
2. Inventory existing college initiatives that align with the respective Strategic Initiatives in order to inform and support potential undertakings
3. Consider the alignment of the College's NEASC Self-Study projections in the development of potential undertakings
4. Explore and incorporate relevant research, data, benchmarks, and effective practices to develop strategic undertakings
5. Collaborate with existing and ad hoc committees, stakeholders, and other interested College Community members to inform the development of potential strategic undertakings
6. Recommend potential prioritization and timeframe to Senior Staff and President for strategic undertakings within a five-year period

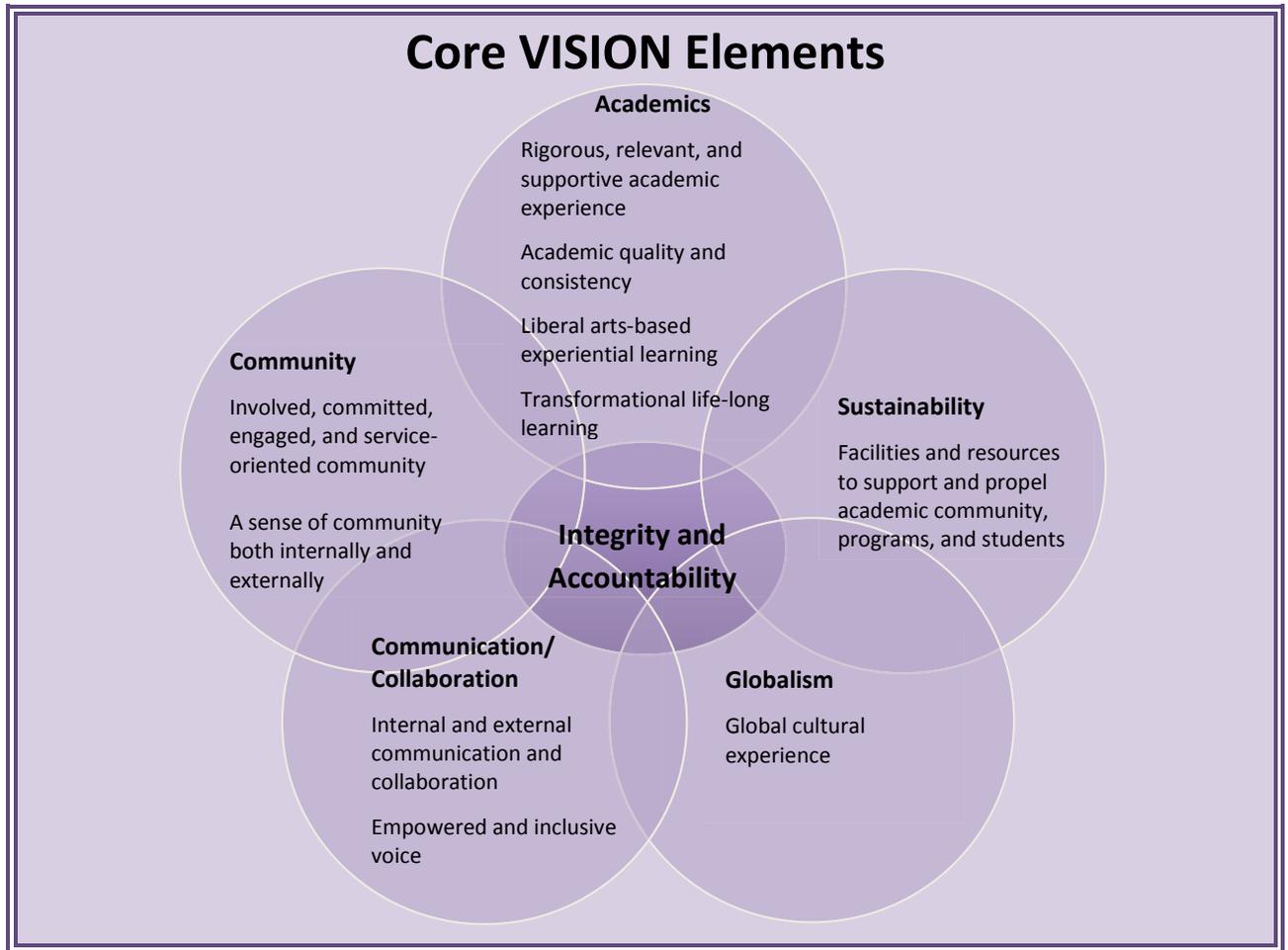
Responsibilities of Strategic Planning Steering Committee

1. Discuss initiatives from each of the Work Teams to coordinate and align potential undertakings, identify prospective areas of collaboration, gain efficiencies, and leverage potential outcomes
2. Collaborate with Senior Staff/President to prioritize strategic undertakings with timelines

Responsibilities of Senior Staff/President

1. Determine the individual or group responsible for carrying out each strategic undertaking
2. Assess necessary resources – human, financial, physical, etc.
3. In consultation with Steering Committee and Work Teams, prioritize strategic undertakings with timelines
4. Provide annual update to Strategic Planning Steering Committee and College Community on strategic planning progress





STRATEGIC CONSIDERATIONS			
ACADEMIC	STUDENTS	INSTITUTIONAL	EXTERNAL
Quality, diversified, relevant curriculum	Student recruitment, retention, and engagement challenges	Financial support to sustain programs and resources	Economic challenges and pressures
Integrated and interconnected academic programs	Student demographic changes	College resource allocation that enhances value and innovation	Increased competition within the higher education sector
Consistent faculty support and development	First-year class comprised of 20% undecided students	Diversification of revenue sources	Changing enrollment patterns
Teachers/scholars who are engaged both internally and externally	Renewed emphasis on civic responsibility and communal values	Right mix of program offerings, revenue streams, and students	Growth in consumer mentality regarding education
Appropriate mix of full- and part-time faculty	Value of a Curry College education and experience	Integrated planning across all areas of the College	Accountability for institutional outcomes
Educating students to be people of integrity	Alumni engagement and participation	Process for making decisions and communicating them	Changing nature and demands of the workplace
Pedagogy that responds to internal and external changes	Diversification of student body	Internal and external institutional branding and marketing	Technological revolution/information explosion