



CURRY COLLEGE

STRATEGIC PLAN 2018-2022

Vision in Action: *A Focus on Student and Institutional Success*



Mission Statement

The Curry College mission is to educate and graduate students prepared to engage in successful careers and active citizenship with a global perspective. We are an inclusive community of diverse learners and educators, committed to continuing our legacy of developing effective communicators with reflective and critical thinking skills. We mentor and empower our students, building meaningful relationships that inspire them to achieve their ambitions.

Curry College provides rigorous and relevant academic programs to undergraduate and graduate students, and our rich blend of liberal arts and career-directed programs is enhanced by practical field experiences and co-curricular activities. Learning at Curry extends beyond the classroom and is embedded in all that we do.

2022 Vision

At Curry College, we dare to do what we dream. We are committed to preparing today's students for the ever-changing challenges of tomorrow. Our success is defined by the success of our graduates in their personal and professional pursuits. We will strategically focus our endeavors and resources to promote a vibrant learning community that empowers students to achieve that success.

VISION IN ACTION: *A Focus on Student and Institutional Success* CURRY COLLEGE STRATEGIC PLAN 2018-2022



Strategic Direction 1:
Offer distinctive, relevant, rigorous academic programs of quality



Strategic Direction 2:
Attract, educate, and graduate students prepared to engage in a complex and changing world



Strategic Direction 3:
Foster an inclusive campus community that attracts, respects, supports, and celebrates diversity in multiple forms



Strategic Direction 4:
Strengthen a culture of organizational sustainability, integrity, and accountability

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A MESSAGE FROM THE PRESIDENT

Dear Friend and Supporter of Curry College,

As we launch our new Strategic Plan – *Vision in Action: A Focus on Student and Institutional Success* – building upon the significant and important success of our concluding Strategic Plan, *Values, Voices, Vision*, it provides an opportunity for us to reflect upon the importance of strategic planning, and the success that it drives in our current incredibly competitive and challenging environment for small private colleges. One of the reasons it's critically important is because the mission and work of small private colleges like Curry is critically important. *Values, Voices, Vision* was an important and impactful set of plans – driven by student success, institutional success and well thought out hard work. It has laid a tremendous foundation for the pursuit of student and institutional success through 2022.

In accordance with our mission, the College aims to offer a balanced academic portfolio and vibrant campus life to attract and retain students. Student success is at the heart of all we do, and the success of the College is a derivative of the success of our students and alumni.

During the tenure of our most recent Strategic Plan, we increased our six-year graduation rate from 48% to 53% and our retention rate from 66% to 69%. While we are rightfully proud of the gains we have made through our commitment to student success, student retention and persistence to graduation remains our greatest challenge and priority as we move towards 2022.

At Curry, we strive to build an academic, physical and economic infrastructure and campus climate that both differentiates us and contributes materially to student success. *Values, Voices, Vision* brought us 23 new academic programs, including five new majors and 15 minors, certificates, and concentrations. It also led to the construction of the award winning Alexander Graham Bell Hall, our first intentional living/learning community residence hall; and the opening of the Wellness Center, a one-stop shop for wellness services at 1016 Brush Hill Road, among many other important accomplishments.

Curry College is and will continue to be a College on the move. As part of the work of our strategic planning, the College is currently constructing the Science and Integrated Learning Commons, a 36,500 square foot facility. This academic facility will help us achieve key parts of our plan. The science facilities will allow us to offer majors that attract and retain students with meaningful employment and graduate school opportunities. The Learning Commons will co-locate our many student success initiatives, greatly increasing their accessibility, effectiveness and impact.

We will soon break ground on a new Athletic Field House to enhance the experience of the nearly 25% of students who are student-athletes, and of the many more Curry students who participate in intramural activities.

Institutions of higher education across the nation are experiencing challenging times, both economically and socially. While we are not immune to factors in the external environment, we have a legacy of success at this institution largely because of our mission and our people. Let's work together as we execute *Vision in Action* as our road map to continued progress and achievement.

Sincerely,



Kenneth K. Quigley, Jr.
President, Curry College

LETTER FROM THE STEERING COMMITTEE

Dear Curry College Community,

We are pleased and excited to share the Curry College 2018-2022 Strategic Plan, *Vision in Action: A Focus on Student and Institutional Success*.

Curry College is a vibrant, dynamic institution. *Vision in Action* builds on the work that was accomplished through the initiatives and undertakings from the previous Strategic Plan: *Values, Voices, Vision*. This new plan is laser focused on student success as a singular driver of the institution and demonstrates our community's commitment to strategic planning and the impact of planning. Increased student success is the key to enrollment success for higher education institutions such as Curry.

The success of *Values, Voices, Vision* was because of the many voices who helped shape and then implement it. As we began thinking about what *Vision in Action* would look like, we knew we needed to continue hearing from all the voices in our community, and ensure the process was continued as a participatory one from start to finish. Therefore, the Strategic Planning Steering Committee held several campus wide sessions where we received input from students, faculty, and staff. Our four directions are based on the guiding principles we must pursue to live our mission of blending liberal arts and career-directed curricula and to fulfill our vision for student success for all students. As our vision statement boldly states, "Our success is defined by the success of our graduates in their personal and professional pursuits."

- For Direction 1, student success means that students graduate from strong academic programs that are responsive to not only changing markets, but also are taught in innovative, active classrooms infused with technology, and provide opportunities for students to engage with business and civic organizations.
- For Direction 2, it means that more students find the right academic home at Curry through targeted recruitment, and that once students enroll, they persist to graduation through retention. It calls for student success initiatives that respond to the changing needs of students. Perhaps most importantly, student success for Direction II means that a degree from Curry College is recognized in the marketplace as valuable.
- For Direction 3, student success means building on the good work and success accomplished in the last Strategic Plan of increasing the diversity of the student body and working to increase the retention and graduation of students from underrepresented groups. In particular, we will focus on mirroring the growth of a diverse student body within our faculty and staff. Additionally, we will continue our commitment to embed the values of equity, respect, and equality through programming and training, and in all that we do.
- And in Direction 4, student success is facilitated by continuing to execute a campus development plan with facilities that align with and support our mission and vision having the right resources and technology in place to thrive in a rapidly changing environment. Most importantly, Direction IV is focused on long term financial planning that ensures the College has strong financial health.

Vision in Action is a timely, deeply thoughtful Strategic Plan, but the Steering Committee recognizes that having a plan isn't enough. We have to execute the plan. We will continue our role in helping to mobilize the plan, gathering information, and communicating with our community. We look forward to working with you, and as always invite your input and feedback as we continue moving forward.

As always, with respect and appreciation,



Susan W. Pennini, Co-Chair
Strategic Planning Steering Committee



Lindsay Illich, Co-Chair
Strategic Planning Steering Committee



Top row left to right: Maryellen Kiley, Tracy Wang, Peter Newman, Nathaniel Almeida, Monique Austin, Michael Donohoe, Julian Bryson, Ed Tallent, and David Szczerbacki
Bottom row left to right: Lindsay Illich, Sue Pennini, Jecoliah Ellis, Jennifer Balboni, Jane Lawless, Jennifer McNally, and Shavi Cooray
Not pictured: Jane Fidler, Robert O'Connell, Anne Berriault, Zoe Staude, and Rachel O'Donnell

Members of the Strategic Planning Steering Committee

Nathaniel Almeida

Representative, Alexander Graham Bell Honor Society

Monique Austin

Diversity Coordinator, Diversity and Inclusion

Jennifer Balboni

Associate Professor, Criminal Justice and Sociology;
Co-Chair (Fall 2017)

Anne Berriault

Director, Continuing Education and Graduate Studies

Julian Bryson

Assistant Professor, Fine and Applied Arts Chair,
Faculty

Shavi Cooray

Associate Professor, Business Management
Representative, Graduate Curriculum and Policy
Committee

Michael Donohoe

Manager, MIS Finance

Jecoliah Ellis

Director of Public Relations,
Institutional Advancement

Jane Fidler

Vice President, Admission

Lindsay Illich

Associate Professor, Writing;
Co-Chair (Spring 2018)

Maryellen Kiley

Vice President, Student Affairs

Jane Lawless

Associate Professor/Librarian, Library

Jennifer McNally

Associate Professor, Science and Math
Chair, Undergraduate Curriculum Committee

Peter Newman

Representative, Alexander Graham Bell Honor Society

Robert O'Connell

Director, Building and Grounds

Rachel O'Donnell

Representative, Student Government Association

Sue Pennini

Vice President of Institutional Planning; Co-Chair

David Szczerbacki

Provost

Zoe Staude

Representative, Student Government Association

Ed Tallent

Dean of Faculty, Academic Affairs

Tracy Wang

Professor, Science and Math

CURRY COLLEGE

2025

snapshot

A LOOK AHEAD ...

*Here's how we
picture Curry
College in the future.*

PEOPLE



- Total student enrollment: **2,800**
- Full-time equivalent traditional (FTE) undergraduates: **2,000**
 - Residential: **72%** (of Traditional FTE)
 - PAL: **475** (22% of Traditional FTE admitted as PAL)
 - White/Non-White: **65%/35%**
 - Retention/Persistence: **80%/55%**
- Continuing Education students: **400** full-time equivalent (FTE) per semester
- Graduate students: **400** full-time equivalent (FTE) per semester
- Measurable increase in faculty/staff diversity since 2018
- **95%** of faculty members doctorally prepared
- New professional education and training opportunities available to faculty/staff
- New merit-based reward system for staff

ACADEMICS



- Increase in number of active classrooms since 2018
- Additional informal, collaborative study spaces since 2018
- New, career-oriented programs that feature curricular design principles consistent with academic quality, distinctiveness, and competitiveness; degree-laddering, including partnerships with other institutions; and blended/hybrid delivery, with both digital and on-campus offerings

CAMPUS



- New Science and Integrated Learning Commons
- New Athletic Field House (Go Colonels!)
- Library renovations complete
- Renovations complete on campus' oldest Residence Halls
- Strong, modernized IT infrastructure and technology that empowers faculty, staff, and students to:
 - work, study, collaborate, and communicate efficiently and effectively
 - innovate across professional and scholarly pursuits
 - use data analytics and visual learning tools to inform decisions
- Updated faculty work spaces



DIRECTION 1

Offer Distinctive, Relevant, Rigorous Academic Programs of Quality

INITIATIVE A

Develop a balanced academic portfolio.

1. Continue program development work with a focus on achieving a fiscally balanced and actively managed portfolio of programs that respond to market opportunity as evidenced by student and family demand.
2. Leverage program reviews, curriculum assessments, and contribution analyses to inform sustainability of existing academic programs and strategic importance of new programs through a targeted allocation of resources.
3. Explore benefits and costs of launching additional schools based on proposals developed by academic units following criteria outlined by the Schools Task Force, and informed by the assessment of the School of Nursing pilot.

INITIATIVE B

Increase and enhance business, civic, and alumni partnerships with academic programs.

1. Strengthen business and civic partnerships that provide for internships, job placement, and curriculum-based field experiences, supporting integration of applied and experiential learning throughout the curriculum.
2. Assess current academic program advisory boards, including charge, membership, and actions necessary to ensure their effectiveness in advancing strategic performance indicators.
3. Standardize structure, expectations, and assessment of academic program advisory boards, and establish boards for programs.

INITIATIVE C

Strengthen technology and curricular support for traditional, hybrid, online, and clinical instruction as well as for online testing and assessment.

1. Establish benchmarks for faculty and students that demonstrate proficiency in technology.
2. Increase faculty and student development to support innovative course design and delivery, enhance learning, and enable post-graduate success.

INITIATIVE D

Re-establish PAL as the leading program for students with learning differences.

1. Develop a strategic plan and corresponding economic model for PAL that responds to current needs of students and market demands of students and families.
2. Use technology to support the innovative delivery of PAL programs and services.
3. Increase the visibility of PAL in the professional field of learning differences education at all levels.

For more information,
contact the Direction 1
Leadership Team:

- Dave Szczerbacki
- Carrie Cokely
- Mike Bosco
- Ed Tallent
- Desirée Hensel



DIRECTION 2

Attract, Educate, and Graduate Students Prepared to Engage in a Complex and Changing World

INITIATIVE A

Create, implement, and assess a comprehensive, integrated enrollment plan.

1. Develop and implement a multi-year enrollment plan for traditional, continuing education, and graduate students that includes recruitment and retention goals by constituency; major/program; targeted demographic groups; and geographic regions.
2. Continue to implement and evaluate the Retention and Student Success Plan.
3. Align enrollment strategy with net tuition revenue goals, institutional priorities, and mission.
4. Assess the College's strategic enrollment management infrastructure and adjust as needed to ensure effective strategic enrollment management and student success.

INITIATIVE B

Communicate the value of a Curry degree.

1. Create, implement, and assess a brand marketing plan that communicates the value of a Curry degree, is aligned with the College's mission statement, and helps drive revenue through enrollment, student success and fundraising.
2. Identify and demonstrate the value proposition for each academic program.
3. Increase the College's ranking in the *U.S. News & World Report* Best Regional Universities – North category to achieve tier one, numerically-ranked status.
4. Assess the College's marketing and communication infrastructure and adjust as needed to maximize the impact of human resources and marketing placements.
5. Create, implement, and assess direct marketing plans and tactics across the lifecycle from student recruitment and enrollment to alumni friend raising and fundraising.

For more information,
contact the Direction 2
Leadership Team:

- Maryellen Kiley
- Jane Fidler
- Allison O'Connor
- Tricia McConville
- Carrie Cokely
- Jecoliah Ellis



DIRECTION 3

Foster an Inclusive Campus Community that Attracts, Respects, Supports, and Celebrates Diversity in Multiple Forms

INITIATIVE A

Promote educational experiences focused on fostering a safe and inclusive learning community and graduating active citizens committed to equity, inclusion, civility, fairness, and respect.

1. Expand training and resources for faculty, staff, and students focused on creating a safe and inclusive campus.
2. Promote, highlight, and coordinate programs and events celebrating the richness of diversity within the community.
3. Assess and enhance the curriculum, where needed, to embody issues of diversity, inclusion, and equity.
4. Advance collaborations with external organizations and businesses to provide internships and service learning opportunities that increase an understanding of diverse populations.
5. Increase awareness of anti-discrimination policies, protocols, activities, and responses related to bias incidents and hate crimes.

INITIATIVE B

Continue the commitment to embed the values of equity, respect, and equality throughout the community.

1. Assess the physical presence and impact of the efforts supporting the Office of Diversity and Inclusion and make changes as needed.
2. Celebrate a culture of diversity and inclusion on campus through images and statements that reflect and reaffirm the richness of diversity in our college community.
3. Set up structures and programs to encourage respectful conversations and civil discourse that support diversity of thought and expression about controversial issues.

INITIATIVE C

Increase diversity within the community.

1. Increase targeted efforts to generate diverse pools of applicants when staff and faculty position openings at the College occur.
2. Implement a continuous improvement plan to refine and strengthen the faculty and staff search processes.
3. Establish efforts to support and retain diverse faculty and staff.
4. Continue efforts to support and retain diverse students.

For more information,
contact the Direction 3
Leadership Team:

- Sue Pennini
- Mirlen Mal
- Monique Austin
- Rachel King
- Michelle Bracken



DIRECTION 4

Strengthen a Culture of Organizational Sustainability, Integrity, and Accountability

INITIATIVE A

Implement multi-year financial planning and develop a comprehensive and integrated model that incorporates macroeconomic factors, institutional priorities, and primary economic drivers.

1. Align the College's multi-year financial model with workforce, infrastructure, and program needs associated with the multi-year enrollment plan and priorities of the Strategic Plan.
2. Incorporate revenues projected through annual and comprehensive fundraising campaigns into the multi-year financial model.
3. Create and implement financial models that align cost and revenues for programs and activities to increase efficiency and effectiveness.

INITIATIVE B

Create and execute a campus development plan to ensure campus facilities align with and support the College's Mission and Strategic Plan.

1. Construct an academic building focused on integrating academic support, strengthening science and science related majors, and providing high-tech classrooms that support dynamic and interactive learning and pedagogy positively impacting recruitment and retention.
2. Design and create classroom and studio spaces to support specific academic program needs in strategically identified majors.
3. Develop and execute a plan to identify and promote existing campus sustainability efforts and determine future sustainability opportunities.
4. Develop a plan to enhance athletic facilities to support student-athlete recruitment and retention.
5. Develop a plan to enhance and renovate residence halls to support retention and recruitment of residential students.

INITIATIVE C

Increase philanthropic support through annual, capital, and deferred gifts that support the College's strategic objectives.

1. Enhance Advancement's use of data to inform and improve effectiveness.
2. Assess, and adjust as needed, the human resources in the Institutional Advancement department and the resources of volunteer networks to align with and meet strategic philanthropic objectives.
3. Audit operations and conduct a feasibility study in the planning phase for a comprehensive fundraising initiative that supports the College's Strategic Plan.
4. Develop and launch a comprehensive campaign informed by an operational audit and feasibility study.

For more information,
contact the Direction 4
Leadership Team:

- Sue Pennini
- Mirlen Mal
- Chris Lawson
- David Rosati
- Deborah Gelch
- John Eagan



DIRECTION 4

Strengthen a Culture of Organizational Sustainability, Integrity, and Accountability

INITIATIVE D

Execute a Strategic Technology Plan with clear direction, priorities, and measurable goals aligned with the Strategic Plan.

1. Build an integrated digital platform that strengthens our hybrid and on-line academic programs and is personalized, engaging, social, and informed by data.
2. Leverage technology to transform business operations through agile systems, processes, and people who embrace continuous improvement.
3. Continue to invest in infrastructure to support the digital transformation outlined in the Strategic Technology Plan.
4. Redesign and redevelop the curry.edu marketing website and the my.curry.edu web portal; enhance business processes and develop the infrastructure to support both platforms.

INITIATIVE E

Align organizational structure and human resources with strategic priorities in a rapidly changing environment.

1. Develop a pay for performance plan program that incentivizes employee performance and rewards employee efforts and contributions linked to position expectations and goals.
2. Continue to align organizational structures to the strategic priorities.
3. Conduct a staff training needs analysis that identifies potential skills gaps, provides resources to maintain competencies for effective performance, and facilitates continuous improvement.

OUTCOMES FROM VALUES, VOICES, VISION (2012-2017)



DIRECTION 1

- Launched 23 new academic programs (including five new majors and 15 minors, certificates and concentrations), and redesigned 17 academic programs (including seven majors and 10 minors, certificates, and concentrations) via the new Academic Program Advisory Board
- Debuted School of Nursing as first pilot school structure
- Introduced new General Education program based on AACU high impact practices
- Strengthened infrastructure and training to support technology mediated instruction for all graduate programs
- Intersession programs are now 100% online, and summer school is exceeding 90% hybrid and online
- First all-online degree program scheduled to launch in Fall 2018



DIRECTION 2

- Raised six-year graduation rate from 48% to 53% and retention rate from 66% to 69%
- Developed Student Success Plan with multi-year focus on retention efforts and assessment
- Created and implemented a sustainable administrative structure for First-Year Living and Learning Communities to create connections between students and faculty around common courses of study or interest
- Implemented a Wellness Council with active student participation





DIRECTION 3

- Increased percentage of non-white first-year students from 15% to 28%
- Created Office of Diversity and Inclusion and committed to official College Diversity Statement
- Established peer-mentoring program for Black, African-American, Hispanic, Latino, and PAL students
- Expanded the number of students studying abroad from eight to 75
 - ~ Policies and systems supporting risk management, trip planning, faculty support, and fiscal control were established



DIRECTION 4

- Renewed official College Mission Statement
- Established \$1 million fund to advance *Values, Voices, Vision* strategic initiatives
- Strengthened data governance and analytics tools to empower efficient, data-driven decision-making
- Built Alexander Graham Bell Hall, the first intentional living/learning community residence hall
- Opened the Wellness Center at 1016 Brush Hill Road offering a one-stop shop wellness services





*“Dare to dream but be not
an idle dreamer.
Dare to do what you dream.”*

Samuel Silas Curry



The Strategic Planning Steering Committee welcomes comments, questions, and suggestions from students, faculty, staff, and alumni of the College.

Contact: Office of Institutional Planning
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CURRY COLLEGE

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