

# SAINT ANSELM COLLEGE



1 8 8 9

## Looking Within - Reaching Beyond Strategic Plan 2015

### VISION STATEMENT

*Saint Anselm College will be renowned for its ability to provide a liberal arts education and professional preparation for a changing world. Grounded in both the Catholic intellectual tradition and our Benedictine identity, we are dedicated to educational excellence within and beyond the classroom through innovative learning opportunities, partnerships, and engagement with the community. Building on our distinguished educational heritage, our graduates will be ethical leaders and informed citizens who contribute to a more just community and world.*

# CORE COMMITMENTS

*The plan for Saint Anselm's future is grounded in fundamental and enduring commitments that will guide the advancement of our work in Catholic higher education. The following overarching strategies have influenced this strategic plan.*

## **WE ARE COMMITTED TO:**

- **DEVELOPING AND PROMOTING A SUSTAINABLE CULTURE THAT IS EXPLICITLY CATHOLIC AND BENEDICTINE;**
- **A STUDENT-CENTERED EDUCATIONAL PHILOSOPHY THAT IS HOLISTIC, GLOBAL, AND INCLUSIVE;**
- **MAINTAINING HIGH STANDARDS OF ACADEMIC EXCELLENCE IN TEACHING, STUDY, AND RESEARCH;**
- **CREATING AND SUSTAINING AN ATMOSPHERE OF CHRISTIAN RESPECT AND LOVE THAT EMBRACES ALL PERSONS;**
- **ONGOING OPEN COMMUNICATION;**
- **PRINCIPLED AND DATA-INFORMED DECISION MAKING;**
- **A COLLEGE-WIDE CULTURE OF ASSESSMENT AS A BASIS FOR CONTINUAL IMPROVEMENT.**

# Creating Educational Distinction

We will offer students a high-quality and distinctive curriculum that integrates the deep learning of the liberal arts with career, community engagement, and cross-cultural experiences to enable our graduates to achieve personal and professional success in a global society. We will enrich faculty teaching and scholarship, expand our curricular offerings, and further integrate academic and co-curricular learning to ensure that students experience outstanding teaching, scholarship, and student development.

## **BACKGROUND:**

*Students, parents, and government officials are increasingly concerned about affordability, educational value, and demonstrable outcomes in higher education. Yet large portions of all three groups continue to recognize a liberal arts education as valuable for personal development and career flexibility. Saint Anselm College needs to set its curriculum apart with distinctive, innovative, and interdisciplinary programs. Grounded in Catholic intellectual tradition and inspired by a Benedictine love of learning, Saint Anselm College is dedicated to a distinctive approach to education, stressing the integration of faith and reason, benefitting from the cumulative wisdom of the past, and emphasizing every individual's responsibility for the common good of society. These distinctions will highlight the value of the liberal arts and professional programs, connecting both to contemporary careers and societal needs. The college must build upon current strengths, unite a faculty of outstanding teacher-scholars with new areas of innovation, and prepare students to be critical thinkers and ethical problem solvers in a rapidly changing global society.*

## **WE WILL:**

1. Design and implement a reinvigorated core curriculum that stresses the strengths of the liberal arts and prepares students for personal and professional success in a changing global society.
2. Develop distinctiveness and flexibility in existing programs and, always faithful to our mission, create new majors aligned with our strengths and in emerging fields with long-term strategic impact.
3. Enable every student to participate in internships, global and cross-cultural education, and service learning as integral aspects of their academic experience.
4. Intentionally integrate curricular and co-curricular learning, including athletics, residential living, spiritual development, and community engagement, to educate the whole student and provide the transformative and signature experiences that mark a Saint Anselm graduate.
5. Enhance faculty as teachers and scholars by expanding faculty development support for scholarship, new teaching strategies, use of technology, expanded interdisciplinary offerings, and increased collaborations in student-faculty research.

6. Determine the feasibility of select graduate programs which align with current strengths, address societal needs, have strategic value to the College, and would be self-sustaining.
7. Establish systematic assessment and integration of findings for academic and co-curricular learning outcomes that result in improved student learning and program delivery.
8. Enhance the varsity and non-varsity student athlete experience to complement the academic program and extend the reputation of the college.

# Developing Ethical Leaders for a Global Society

The college will broaden and build upon its existing commitments to provide an education that offers extraordinary opportunities for civic, political, and community engagement. New initiatives in social justice, intercultural competency, and global awareness will be added to an educational framework that values inclusion and seeks to develop a new generation of informed and ethical leaders.

## **BACKGROUND:**

*Saint Anselm has been recognized nationally as a “College with a Conscience” for providing significant opportunities for learning and engagement with the community. The college has also gained attention for its extraordinary commitment to politics and public engagement on local, national, and global issues through programming at the New Hampshire Institute of Politics. In today’s multicultural society, students must be prepared to engage with a more diverse society and world, one that extends far beyond the traditional borders of a college campus or local and regional community commitments. As an institution, grounded in the Catholic intellectual tradition, we find ourselves uniquely qualified to engage in this conversation about the world and our place in it. Building on the college’s existing efforts in service and in civic engagement, we will broaden and deepen these commitments to make them defining elements of a Saint Anselm education and to infuse our graduates with the ability and inclination to engage effectively in an ever more diverse society and globalized economy.*

## **WE WILL:**

9. Incorporate recommendations from the President’s Steering Committee for Inclusiveness Plan, including the development of an infrastructure that cultivates cultural competency, and the spirit and practice of inclusiveness at every level of the Saint Anselm community.
10. Create new programs and experiences in ethical leadership development, including a signature program rooted in Catholic thought, Benedictine values, and Catholic social teaching that further incorporates engagement with the community, service learning, civic engagement, and leadership.
11. Secure and sustain the viability of the New Hampshire Institute of Politics as an avenue for civic engagement and education in local, national, and global policy issues for students in all majors, and in its ongoing service as an important public resource for this region and nation.
12. Expand opportunities for study abroad in ways that offer growth in global awareness, public service, intercultural competence, and intellectual enrichment.

# Partnering for the Future

To expand the variety and impact of academic, research, professional, and community engagement opportunities for students, faculty, and staff, we will identify and develop new partnerships with alumni and external stakeholders to achieve mutually beneficial goals.

## **BACKGROUND:**

*Under the careful stewardship of the Benedictine community, Saint Anselm College has, throughout its long history, fully utilized its many assets and extraordinary alumni to serve society and the common good. As we enter this particularly challenging period in higher education, a time of restricted resources and increased demands on our faculty, staff, and our physical plant, it is critical that we build new partnerships that will complement existing programs, advance short and long-term institutional goals and provide new and mutually-productive opportunities for the Saint Anselm community and its partners.*

## **WE WILL:**

13. Strengthen and better utilize the expertise of the college's alumni from the broadest possible range of professions to expand internship and career possibilities for current students and recent graduates and mentoring opportunities in and out of the classroom.
14. Create articulation agreements and collaborations with other colleges and universities that will expand curricular, research, and professional opportunities for students, faculty, and staff while providing reciprocal access to Saint Anselm's resources for participating partners.
15. Extend Saint Anselm's involvement in service, research, human, and intellectual development through cooperative agreements with corporations, non-profit organizations, and government agencies and the pursuit of additional grants from federal and state government, private, and community foundations.
16. Advance the college's commitment to collaboratively enhance the social, cultural, economic, and political life of greater Manchester, the state of New Hampshire, and beyond by strengthening and expanding support for existing and new partnerships (e.g., the Meelia Center for Community Service, the New Hampshire Institute of Politics, Alva deMars Megan Chapel Art Center, and the Dana Center for the Arts and Humanities).

# Advancing Reputation and Reach

In order to advance Saint Anselm's reputation and recognition among all stakeholders, the college will build a sustainable enrollment management model and develop a fully integrated marketing strategy that enhances communication with prospective students, parents, alumni, community partners, and benefactors.

## **BACKGROUND:**

*Saint Anselm's primary student market of traditional-aged high school graduates in New England is facing a steep decline and becoming increasingly price-sensitive and outcome-oriented. This compels the college to identify and aggressively promote existing and potential competitive advantages and programs of distinction that will attract and retain students and merit the interest and financial support of alumni and benefactors. The college must be more innovative in its pricing and financial aid strategy, the use of new technology, and positioning and messaging strategies to communicate the value and relevance of a Catholic and Benedictine education.*

## **WE WILL:**

17. Establish and achieve realistic and sustainable enrollment and retention goals by focusing innovative marketing attention on current and new academic programs of distinction and those that are in high demand among prospective students and by implementing models in financial aid packaging that support both the needs of students and long-term enrollment goals.
18. Actively recruit, enroll, and retain more students that are traditionally underrepresented at Saint Anselm including transfer students, local commuters, international students, students of color, and students from targeted geographic areas outside of New England.
19. Build a strategic communication model in which creative and marketing resources are integrated throughout the institution, measured for their impact, and assessed for effectiveness and efficiency.
20. Develop a sustainable strategy for increasing capacity for effective communication with the college's alumni, friends, and benefactors.

# Stewarding and Extending Resources

Recognizing that the sustainability and advancement of Saint Anselm's mission and vision in Catholic higher education is predicated on obtaining new resources and carefully stewarding existing ones, we will seek to achieve financial, physical, human, and technological capacity required to advance the college and safeguard our environmental resources and obligations.

## **BACKGROUND:**

*In recent years, higher education has come under greater public scrutiny regarding cost, affordability, accountability, and sustainability. Just as industry and government, individuals, families, and the non-profit sector are making adjustments in the allocation and stewardship of all resources, so, too, must Saint Anselm College seek broader efficiencies, new opportunities for revenue enhancement, and greater philanthropic support from stakeholders to reduce tuition dependency. As a Catholic and Benedictine institution, we take seriously our role as stewards of all that has been entrusted to us and our obligations to our students and the greater community in which we exist. The Benedictine understanding of stability, a sense of place and an emphasis on connections with our fellow human beings and our environment, informs our understanding of our role as guardians of these assets and caretakers of the college's future.*

## **WE WILL:**

21. Strengthen long-term financial capacity through a comprehensive campaign and expanded fundraising, strategic investment and redeployment of existing funds, and the identification of new revenue sources.
22. Guide selected and prioritized capital projects identified in the college's Master Plan and facility maintenance projects to completion.
23. Reduce the environmental impact of the campus by implementing green initiatives throughout campus and incorporating sustainable design principles in all facility and building projects.
24. Develop a strategic plan to guide the procurement, policies, and utilization of information technology by all campus constituencies.
25. Strengthen our human resources throughout the college by identifying sufficient staffing capacity, hiring for needed expertise through strategic reinvestment and providing professional orientation, and development opportunities.
26. Strengthen and enhance the new governance role of the Board of Trustees in its general, academic, and financial policy-making functions, and responsibility for the College's financial health and welfare to sustain and advance the mission and strategic goals of Saint Anselm College.