

## **SAINT ANSELM COLLEGE**

### **Strategic Plan 2005-2009**

#### **Mission**

Saint Anselm College is a Catholic liberal arts college in the Benedictine tradition. The College offers students access to an educational process which encourages them to lead lives that are both creative and generous. Saint Anselm challenges its students to engage in the fullest experience of a liberal arts education, to free themselves from the strictures of ignorance, illiteracy and indecision, and to dedicate themselves to an active and enthusiastic pursuit of truth. It is through an appreciation of the several kinds of truth - scientific, technical, poetic, philosophical, and theological—that students learn to challenge both personal and social problems. Saint Anselm seeks to admit students who are capable of benefiting from the liberal arts education it offers. The College stands open to receive students of every race, national origin, and creed. Indeed, the College seeks to enroll a student body which reflects a variety of racial and cultural backgrounds. As a Catholic, Benedictine institution, Saint Anselm observes and promotes Christian and Catholic standards of value and conduct. The College accepts and retains students on the condition that they respect and observe those standards.

#### **Vision**

As it approaches the 125<sup>th</sup> anniversary of its founding, Saint Anselm College, devoted to the highest ideals of liberal education and faithful to its Catholic and Benedictine identity, seeks to advance significantly as a leading liberal arts college. The College continues to strengthen its commitment to developing well-educated students with the skills to live as virtuous citizens and principled leaders. Guided by its convictions about the true nature of learning and human greatness, the College promotes rigorous intellectual inquiry that begins with a profound understanding of the spiritual and social dimensions of the human person.

#### **Planning Strategies**

Saint Anselm College undertakes the creation of a strategic plan that will significantly advance the College as a leading liberal arts college. As the College begins planning, we reflect on things that matter most and are worthy of influencing our future development. Therefore at every stage of the process, the following over-arching strategies will influence not only the goals and objectives of our strategic plan but the measurement of our success.

1. We are committed to developing and promoting a sustainable culture that is explicitly Catholic and Benedictine.
2. We are committed to creating and sustaining an atmosphere of Christian respect and love that embraces all persons.
3. We are committed to policies and practices that support a philosophy that is student-centered.
4. We are committed to an approach to education that is honest, rigorous, and holistic.
5. We are committed to principled and information-driven decision making.
6. We are committed to a college-wide culture of assessment as a basis for improvement.

**Goal I: Attract and retain highly qualified faculty and academically talented students and support appropriate academic initiatives.**

**Objectives:**

1. Improve academic programs and services.
2. Improve the educational environment to promote optimal student learning.
3. Attract and retain academically talented students from a variety of racial and ethnic backgrounds.
4. Continue to recruit and retain excellent faculty committed to teaching, scholarship and service.
5. Improve the quality and increase participation in internships, study abroad, student research, service learning and other experiential learning opportunities.
6. Develop and implement an improved and consistent process for the review of all academic programs and services.
7. Systematically assess student learning outcomes in the major and core curriculum and apply results to improve the academic program.
8. Increase civic engagement and leadership among students.
9. Establish a program of faculty mentoring and clear guidelines for faculty review and evaluation.

**Indicators of Success:** (partial listing)

- Increase freshmen to sophomore retention rate to 90% by 2009
- Increase enrollment of United States minority students to 8%
- Reduce faculty teaching load to 3-3 by 2009
- Increase by 5 each semester the number of students who study abroad during the academic year
- Increase by 2 the number of departments that participate in service learning and by 10 the number of courses
- Increase participation in summer research programs by 5 students per summer

**Goal II: Implement a living and learning experience for students that promotes community and increases student engagement.**

**Objectives:**

1. Increase resident and non-resident student engagement in campus life by 5% per year over the next four years.
2. Throughout their undergraduate experience, develop student leadership skills that prepare individuals for engaged and active citizenship in an increasingly diverse world.
3. In conjunction with the College's Campus Master Plan, provide physical facilities necessary for fostering community life and comprehensive student development on campus.
4. Increase alumni involvement in appropriate areas of the student experience.
5. Increase opportunities for student participation in the fine arts including music and the performing arts.
6. Clearly articulate the role of athletics in the College community and develop an athletic program consistent with that role.
7. Ensure our students participate in a campus culture that reflects the values of civility, integrity and responsibility.
8. Develop a residential life experience that integrates a Benedictine approach to the educational experience.

**Indicators of Success:** (partial listing)

- Measure and monitor student engagement and satisfaction by their participation in the National Survey of Student Engagement (NSSE) during their freshman and senior years
- Measure and monitor alumni satisfaction with leadership preparation and identify alumni outcomes through on-going assessments
- Increase alumni involvement by 5% per year
- Establish campus standards for student living space and campus common space
- Track and, if indicated, reduce number of classes missed per athlete per team
- Assess students' leadership skills and track their participation in leadership roles
- Measure the efficacy of transmission of Benedictine values in residence life staff training
- Reduce residence hall damage by 5% per year

**Goal III: Steward and strengthen the human, physical and financial resources of the College.**

**Objectives:**

1. Ensure that College Governance is inspired by and committed to Catholic and Benedictine values.
2. Institutionalize Catholic and Benedictine values in policies and practices.
3. Increase the understanding of the history, tradition, values, principles, and practices of Benedictine culture campus-wide.
4. Retain, recruit and develop employees who will make a positive contribution to the College's Mission and Vision.
5. Ensure appropriate and effective voice for faculty, staff and students in the College's decision-making processes.
6. Develop the College community to respond to a culturally diverse society with insight, sensitivity and skill.
7. Increase the ethnic and racial diversity of the faculty and staff.
8. Market the College in support of the Mission, Vision and Strategic Plan.
9. Consistently utilize an agreed upon list of peer, aspirant and competitor colleges for comparison studies, assessments and program reviews.
10. Establish an operating budget that fully funds depreciation and provides for a surplus of 2% of operations.
11. Utilize the College's Campus Master Plan as a guideline for prioritizing facility maintenance and development.
12. Improve the College's bond rating from Baa1 to A.
13. Reduce the College's reliance on tuition revenue.
14. Reduce the discount rate and improve net revenue.
15. Increase the College's endowment.
16. Regularly review all programs and services to ensure that they are effective and efficient.

**Indicators of Success:** (see indicators in above-stated objectives and partial listing below)

- Increase employee racial and ethnic diversity to 4%
- Increase non-tuition funding by 4% via increases in annual fund, endowment, grants, and new revenue sources
- Decrease overall discount rate by 4% from FY05 level
- Increase overall endowment via fundraising by at least \$2.5 million per year