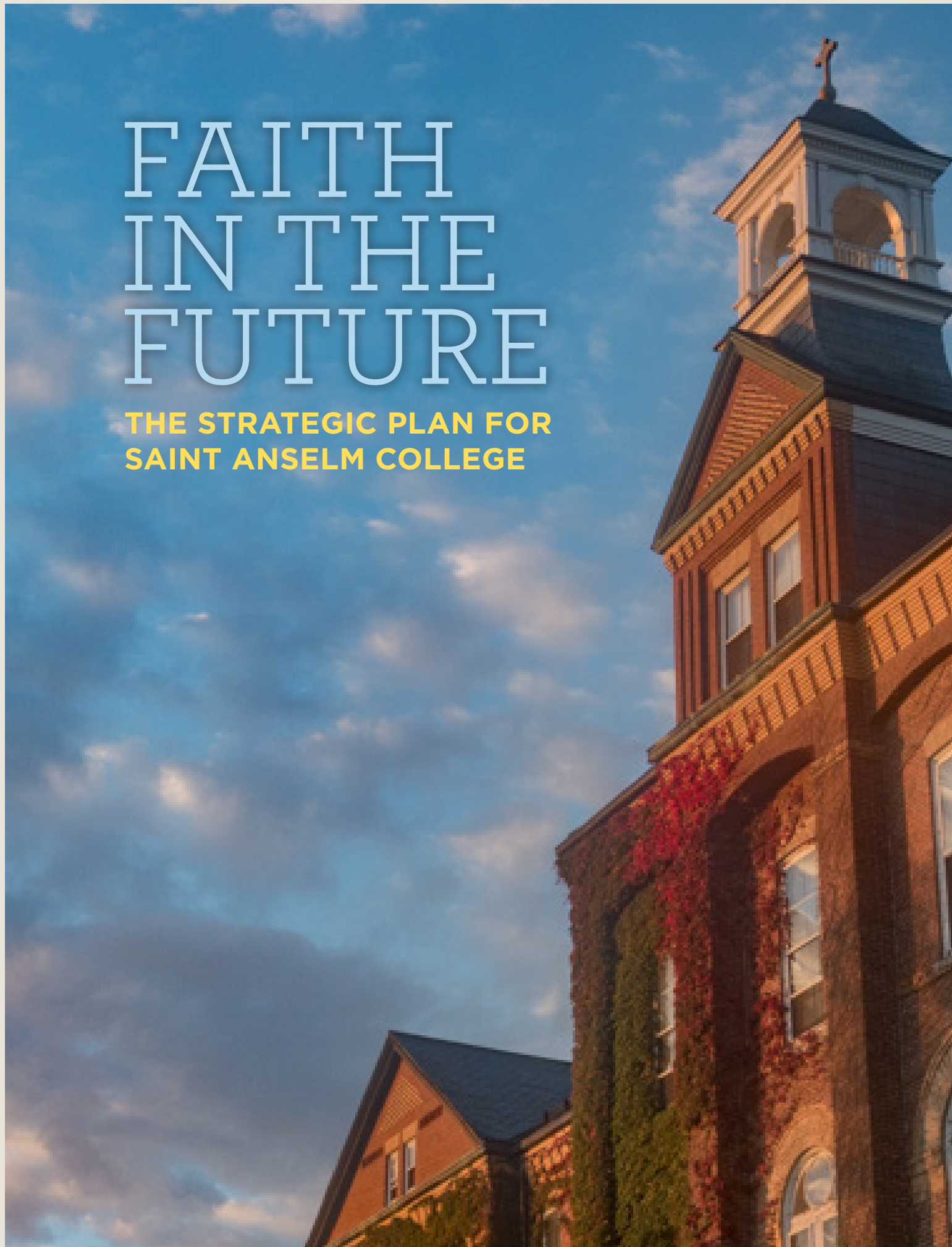


# FAITH IN THE FUTURE

THE STRATEGIC PLAN FOR  
SAINT ANSELM COLLEGE







# The world needs more Anselmians.

I am delighted to share *Faith in the Future: Saint Anselm College Strategic Plan*, which has developed from extensive study and thoughtful conversations over the past two years across our entire college community.

We began planning in 2014, as we celebrated Saint Anselm College's 125th anniversary. This was a fitting occasion for us to reflect deeply on our Catholic, Benedictine mission, principles, and heritage and to envision how we will sustain and extend the impact of an Anselmian education for our changing society.

In crafting *Faith in the Future*, we were guided by a fundamental premise: **The world needs more Anselmians.**

Educated according to centuries-proven Benedictine principles, our alumni and students are distinguished by their lives of meaning, leadership, and achievement.

- In a world where ethical confusion gives rise to global crises, Anselmians act with character, personal authority, and integrity.
- In a world where ideas are often shouted rather than discussed, Anselmians speak with insight, conviction, and civility.
- In a world where differences and disputes engender violence and conflict, Anselmians bring empathy, faith, and reason.

Anselmians engage in our complex, globalized society with the cultural, linguistic, and historical competencies today's citizens need. They think critically, grow spiritually, and lead ethically, readily and creatively responding to the great challenges of our times. They are valued in their professions for deep knowledge, interdisciplinary thinking, global perspective, and effective communications—the hallmarks of liberally educated persons.

*Faith in the Future* charts a clear, strategic direction for Saint Anselm, built on an outstanding foundation of organizational strength and on our current success in negotiating a fiercely competitive, shifting higher education landscape.

More importantly, it ensures our communities, professions, and businesses and organizations new generations of exceptionally educated, talented, and engaged Anselmians.

The world needs more Anselmians. *Faith in the Future* demonstrates our common commitment to this purpose and to our students' promise and possibilities.



**Steven R. DiSalvo, Ph.D.**

*President, Saint Anselm College*

# Distinctive & Exceptional

In 1889, an intrepid brotherhood of Benedictine monks from Saint Mary's Abbey in Newark, New Jersey, traveled to Manchester, New Hampshire, to found Saint Anselm College as the third-oldest Roman Catholic college in New England. They built a college on a dedication to liberal learning and character and personal formation that has distinguished Benedictine education for more than 15 centuries.

Since then, Saint Anselm College has faithfully dedicated itself to instilling in each student the lifelong pursuit of truth across all dimensions of the human experience and to developing the whole person around his or her intellectual, moral, professional, experiential, and spiritual capabilities.

What makes an Anselmian education distinctive and exceptional are our students' deep involvement and integrative growth in five key areas that serve as the hallmarks of our Benedictine-inspired educational philosophy.

## Liberal and Professional Learning

Saint Anselm College's spirit of learning is collaborative rather than competitive, fostering in our students a personal responsibility not only for their own academic successes but for a shared environment that forges professional and liberal learning.

## Praxis

The impact of Anselmians is felt beyond our campus boundaries through our service to the Manchester community and our students' national and international volunteerism. Through service to others, our students and faculty tangibly demonstrate the social worth of knowledge and the transforming power of Benedictine values.

## Faith

Saint Anselm College cultivates in our students attention to how God is present in their everyday lives and engages their personal spirituality and capacity for joyful worship.

## Hallmarks of an Anselmian Education

## Experience

In its core tenet of *Ora et Labora*, the Rule of Saint Benedict honors the expression of personal talent, skills, and knowledge in work and professional achievement. Anselmians are extraordinarily prepared through academics and their involvement in real-world collaborations, including internships and clinical and field experiences.

## Research and Discovery

Saint Anselm College's personal precept, Faith Seeking Understanding (*Fides Quaerens Intellectum*), encourages a lively curiosity about ourselves and the world around us, producing new knowledge and understanding. Through various opportunities for undergraduate research and discovery, under expert faculty mentorship, Anselmians join a community of inquiry and scholarship.

# A Clear Vision

The pace and complexity of change in our contemporary world demand that our colleges and universities educate future generations of leaders and professionals who are well equipped to confront new and unforeseen challenges with the agility, insight, creativity, and confidence that will be demanded of them.

At the same time, our colleges must transmit the knowledge, values, and living traditions that have sustained human progress over the centuries and must endure in our modern society and civic life.

The 125th anniversary of our founding provided the entire Saint Anselm College community with the vital opportunity to examine our Benedictine-inspired mission, charisms, and values in continuing service to the needs of society, while at the same time envisioning the college's future—and the futures of our students and graduates—for continued impact in our changing world. The import of current national and global events intensifies the need for clear and certain direction.

The following Strategic Plan, crafted over the 2014-15 and 2015-16 academic years, emphasizes

our distinctive approach and abiding commitment to educating the whole person for a full life of consequence and for transforming the world around him or her.

## **A STRONG FOUNDATION**

Our strategic future starts from a strong foundation. Guided by the wisdom of our Benedictine mission and educational principles, Saint Anselm College has enjoyed remarkable growth and attained a reputation of excellence for its liberal arts and professional programs. With our enrollment of some 2,000 students, our campus is a dynamic community of talented students engaged by expert faculty and professional staff in learning, research, discovery, practice, and service. Our college is an essential economic and civic partner for our region and state.

In recognition of our impact, Saint Anselm College is consistently ranked by *Forbes*, *US News & World Report*, and other organizations in the top tiers of national and regional liberal arts colleges. Our outstanding value is clearly evidenced by

“The future of Saint Anselm College is bright, but not without challenges. We must recognize our place among some of the best liberal arts colleges in the country and see our potential to be greater than ever before. We must come together as one community, with a common vision. We must be creative in building new paradigms for learning that are appropriate in today’s environment.”

**Steven R. DiSalvo, Ph.D.**  
*Presidential Installation, October 18, 2013*

our track record in student selectivity, retention, graduation, and placement into graduate studies and professional careers. Our 20,000 alumni achieve lives of consequence in their professions and communities.

#### **FIVE STRATEGIC THEMES**

From this outstanding position of strength, there is no better time for our Saint Anselm community to chart our college’s next epoch of achievement.

Our institutional strategies and goals are encompassed along five interrelated themes:

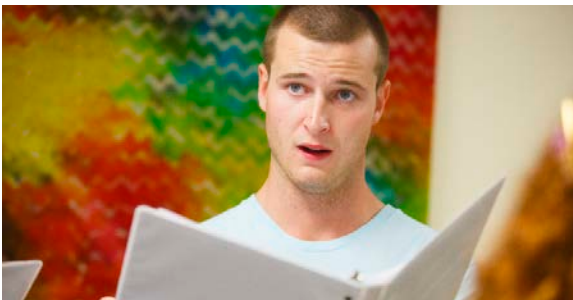
- Forge Liberal and Professional Learning
- Encourage Discovery, Seek Understanding
- Foster Hospitality and Cultivate Community
- Nourish Reflection and Inspire Action
- Extend Anselmian Mission, Impact, and Identity

Together, these five primary themes sustain Saint Anselm College’s course of growth, deepening our Benedictine mission and tradition while extending our service, reach, and influence. They

represent the best in strategic thinking, providing sure direction yet encouraging new insights and initiatives to emerge as we execute our plan. Our strategic focus closely aligns with the Hallmarks of an Anselmian Education, strengthening our impact for our contemporary world. The intended results of these strategic efforts are documented in the plan’s section on critical performance indicators and institutional outcomes.

Saint Anselm has emerged as a preeminent Catholic Benedictine college, and Anselmians are recognized nationally as leaders in their professions, communities, and civic life. *Faith in the Future* clearly maps the next stage of our remarkable development and invites all Anselmians to join in an extraordinary journey into our next 125 years.

# The Strategic Planning Program



Initiated during the 2014-15 academic year, Saint Anselm College's strategic planning program engaged members across our learning community and external stakeholders in an examination of the key college objectives for the next three to five years.

The strategic planning program was conducted through these major milestones:

- **Spring 2014:** Cabinet meeting kickoff
- **Summer 2014:** Internal environmental scan and identification of the college's key needs

- **Fall 2014:** Grouping of the college's needs in terms of achieving academic excellence, enhancing the student experience, enriching a thriving community, and raising our profile
- **Winter 2014-15:** Testing of need areas with the Board of Trustees and other key constituents
- **Spring and Fall 2015:** Elaboration of the academic plan
- **Winter 2015-16:** Presentation of key strategic initiatives to the Board of Trustees
- **Spring 2016:** Costing and prioritization
- **Fall and Winter 2016:** Final review and adoption of the Strategic Plan by the Board of Trustees





#### STEERING COMMITTEE

**Steven R. DiSalvo, Ph.D.**  
*President*

**Harry E. Dumay, Ph.D.**  
*SVP Finance and CFO*

**James F. Flanagan**  
*SVP, Advancement*

**Br. Isaac Murphy, O.S.B., Ph.D.**  
*VP Academic Affairs*

**Michelle A. O'Regan**  
*Ex. Dir. Communications and Marketing*

#### ACADEMIC EXCELLENCE COMMITTEE

**Mark Cronin, Ph.D.**  
*Dean of the College- Co-Chair*

**Christine Gustafson, Ph.D.**  
*Associate Dean- Co-Chair*

**Derk Wierda, Ph.D.** *(Chemistry)*

**Hugh Dubrulle, Ph.D.** *(History)*

**Maureen O'Reilly, Ph.D., R.N.**  
*(Nursing)*

**Max J. Latona, Ph.D.**  
*(Philosophy)*

**Peter Cordella, Ph.D.**  
*(Criminal Justice)*

**Stephen Shea, Ph.D.** *(Math)*

**Tauna Sisco, Ph.D.** *(Sociology)*

#### STUDENT EXPERIENCE COMMITTEE

**Joseph Horton, Ed.D.**  
*VP Student Affairs- Chair*

**Alicia Finn, Ph.D.**  
*Dean of Students*

**Eric Nichols**  
*VP Enrollment Management and Dean of Admission*

#### THRIVING COMMUNITY COMMITTEE

**Harry Dumay, Ph.D.**  
*SVP Finance and CFO- Chair*

**Eric Nichols**  
*VP Enrollment Management and Dean of Admission*

**Ahida Pilarski, Ph.D.**  
*Special Assistant to the President*

**Renee Crawford**  
*Ex. Dir. Budget and Planning*

#### RAISING THE PROFILE COMMITTEE

**Patricia R. Shuster**  
*VP HR and Administration- Chair*

**James F. Flanagan**  
*SVP Advancement*

**Eric Nichols**  
*VP Enrollment Management and Dean of Admissions*

**Neil Levesque**  
*Ex. Dir. NHIOP, Special Assistant to the President*

**Michelle O'Regan**  
*Ex. Dir. Communications and Marketing*



## THEME 1

# Forge Liberal & Professional Learning

Anselmians achieve a full range of professional, civic, and personal endeavors because they are educated in the Benedictine tradition, one that integrates liberal learning with professional knowledge and mastery. Our *Faith in the Future Strategic Plan* strengthens our commitment to liberal and professional learning through initiatives that expand cross-disciplinary and special-interest learning and the application of that learning in professional settings. Significant investment in best-in-class teaching and learning will ensure the ongoing excellence of Anselmian education.



## ENHANCING THE LEARNING ENVIRONMENT

Devoted to enduring and proven Benedictine educational principles, the *Faith in the Future Strategic Plan* calls for an enhanced educational environment and resources that engage students and faculty around collaborative, interactive, and cross-disciplinary learning experiences using modern technologies and teaching pedagogies.

A chief goal is to transform liberal and professional learning at Saint Anselm by:

- Creating new state-of-the-art teaching and learning spaces that support student-centered pedagogies, collaborative and project-based learning, and cross-disciplinary team teaching. Specific design elements will include flipped classrooms, improved presentation spaces, seminar spaces, and multiuse computer labs that support all disciplines.
- Renovating spaces across campus to encourage organic, high-quality curricular and co-curricular collaborations and interactions among students, faculty, and staff. These will include more open spaces where students and faculty can meet and work together on coursework, projects, labs, and advising.
- Expanding the number of spaces in the Geisel Library dedicated to support technologies, collaborative learning, and common study.
- Designing, developing, and constructing spaces for “living-learning” communities within the college’s residence halls, where students pursue common academic, professional, and service interests within their residential settings.







## **1 ACADEMIC PROGRAM ENHANCEMENT**

Design and carry out a systematic program of academic program review and enhancement to ensure that the college's offerings are of the highest academic quality and professional value. Explore and propose new undergraduate majors. Explore post-baccalaureate programs.

## **2 SAINT ANSELM HUMANITIES INSTITUTE**

Design and launch the Saint Anselm Humanities Institute, which will foster curricular and co-curricular collaborations across disciplines, engage students in signature programs and coursework in humanistic studies, and partner with schools, museums, organizations, and other community-based agencies on programs to teach and promote the humanities.

## **3 CROSS-DISCIPLINARY LEARNING**

Develop and execute a program of cross-disciplinary and collaborative teaching and learning that emphasizes the creation of interdisciplinary programs, courses, and curricular collaborations among faculty. This initiative will be supported by external funding and include a faculty compensation and workload structure that encourages team teaching.

## **4 HONORS PROGRAM**

Enhance the prestige and prominence of Saint Anselm College's Honors Program by increasing the number and quality of co-curricular Honors activities and piloting new pedagogies that can be incorporated throughout the larger academic community. The expanded Honors Program will attract highly academic, talented, and motivated undergraduate students to the college.

## **5 UNDERGRADUATE INTERNSHIPS**

Provide every student with the opportunity to complete at least one meaningful internship in her or his discipline before graduating. The college will create an attractive, state-of-the-art Career Development Center to partner students with alumni and employers through innovative guidance and services. The Center will coordinate with academic departments to provide internships and career opportunities in fields related to specific majors. A new enterprise in this area is the Professional Development Initiative (PDI), one of the country's first programs co-managed by college administration and student leaders. The PDI builds relationships with regional and global firms designed to place students in business-related internships, taking greater advantage of Saint Anselm College's proximity to Boston (a major national hub for financial services). Through this and other projects, our graduates will receive the direct financial and other support necessary to enter the workforce with valuable hands-on work experiences.

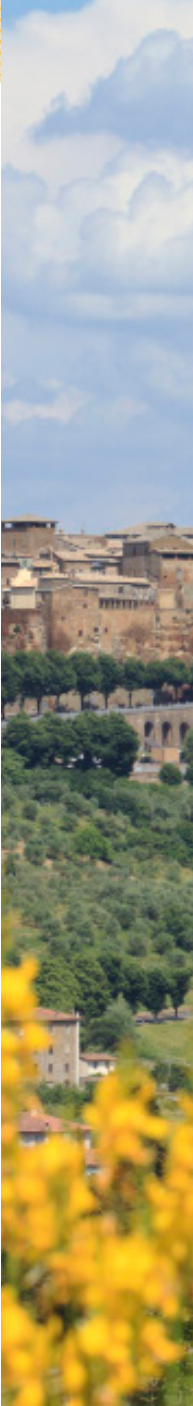
## **6 CENTER FOR TEACHING EXCELLENCE**

Expand the Center for Teaching Excellence to increase the number of training and professional development activities for Saint Anselm College's faculty.

## THEME 2

# Encourage Discovery, Seek Understanding

Anselmian graduates, students, and faculty are driven by their persistent curiosity; their openness to new ideas, experiences, and cultures; and their willingness to tackle and master change. These are the same characteristics that distinguish the Benedictine principles of liberal learning and the Catholic intellectual tradition, which call Anselmians toward an ever-expanding investigation, discovery, and understanding of God, themselves, and the world around them. *Faith in the Future* applies these Benedictine principles to the contemporary world by enhancing opportunities for interdisciplinary and global discovery and elevating Saint Anselm as a leading Catholic liberal arts college for faculty-mentored undergraduate research. Under our plan, we will endow new academic chairs to attract world-class faculty who are committed to and excel in cross-disciplinary and student-directed learning and research.





## STRENGTHENING INTERNATIONAL PROGRAMS

*Faith in the Future* commits to increasing opportunities for students to study, learn, and travel abroad. We will do this by increasing the capacity of the college's new semester-long program in Orvieto, Italy, expanding faculty-led programs and international internships, such as global clinical experiences for nurses

in overseas health care facilities or internships for learning and practicing Spanish while abroad. The college will also fund scholarship and travel support for undergraduates to study abroad as well as faculty training and development for study-abroad courses and programs.





**1** **ENDOWED CHAIRS**  
Endowed chairs are an effective strategy for recognizing and supporting the outstanding work of current Anselmian faculty and for attracting new faculty talent to the college. *Faith in the Future* anticipates significantly increasing the number of endowed chairs for faculty who are preeminent teacher-scholars in their fields and can advance cross-disciplinary research, teaching, learning, and practice as a hallmark of an Anselmian undergraduate education. Endowed chairs will be sought to reinforce cross-disciplinary initiatives of the strategic plan, such as the Humanities Institute or the Center for Ethics in Business and Governance.

**2** **FACULTY-STUDENT RESEARCH COLLABORATIONS**  
*Faith in the Future* will expand opportunities for undergraduate research. We will do this by funding and fostering high-profile student research projects, creating an Undergraduate Research Assistantship program that assigns students to assist with ongoing faculty research, and forming a Summer Faculty-Student Research Program. Students in the summer program will engage in research under a faculty mentor and receive a stipend for room, board, and other support. An Office of Distinguished Fellowships will be created to coordinate research placements, awards, and funding.

**3** **FACULTY RESEARCH AND DEVELOPMENT**  
We will expand opportunities for faculty research and development through a series of strategic initiatives. These include designing and creating Faculty Research Communities that encourage communications around faculty research projects as well as cross-disciplinary research activities; increasing the number and funding of Summer Research Grants; implementing a Faculty Grant Writing program that educates, trains, and provides professional support for faculty to secure research grants; and promoting specific faculty members' expertise, research, and pedagogy as a way of enhancing faculty prominence and building the college's reputation.

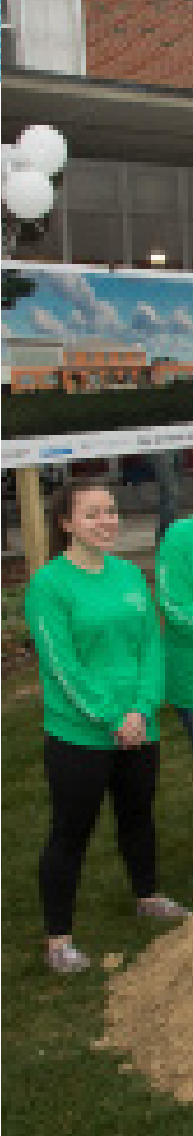
**4** **INTERNATIONAL FACULTY AND SPEAKERS**  
Through *Faith in the Future*, we will create, sponsor, and underwrite programs to support international faculty exchanges and to increase the frequency of international speakers and thought leaders. These efforts will ensure that Saint Anselm students can access a range of global intellectual and professional knowledge and networks.

**5** **ACADEMIC CONFERENCES**  
Support the development of faculty-led Academic Conferences on campus to foster vibrant exchange of breakthrough research and contemporary thought and practices in the academic and professional disciplines essential to Saint Anselm College's mission.

### THEME 3

# Foster Hospitality & Cultivate Community

The importance of community is a central theme of the Rule of Saint Benedict and of the principles of Benedictine liberal learning. These traditions and teachings affirm that each of us grows intellectually and progresses spiritually in community with others. The stability found in community instills the confidence to explore, take risks, assimilate new knowledge, learn from failure, and collaborate meaningfully with others. Moreover, the Benedictine call for hospitality encourages us to invite into our Anselmian community students richly representative of diverse cultures, backgrounds, and demographics—in the words of the Rule, “Let everyone that comes be received as Christ.” Community, hospitality, and diversity are central strategic themes of *Faith in the Future* to be pursued according to these initiatives.





## EXPANDING THE STUDENT CENTER COMPLEX

The *Faith in the Future Strategic Plan* envisions a new Student Center complex to serve as the central hub for student life. Over the past quarter century, the college has dramatically grown as a residential liberal arts college, with more than 90 percent of students now residing on campus. To keep up with this growth, we have renovated nearly every aspect of our campus infrastructure, adding housing, expanding academic and instructional spaces, creating additional outdoor and common spaces, and building and enhancing athletic and training facilities. Constructing an

expanded Student Center is the next strategic imperative to keep pace with our current students' needs and to fuel future growth. The site of the Cushing Center, the current student center, remains the best location for the student hub. Our plan will enlarge this building to serve as the intersection of academic and student life and provide the amenities that our current and future students need. The \$16.5M renovated and expanded Roger and Francine Jean Student Center Complex will be the centerpiece of the college's capital campaign.





**1 LIVING AND LEARNING COMMUNITIES**  
Extend Saint Anselm College's successful Living/Learning Commons model to the entire campus community. We will do this through a cohesive strategy of co-curricular programming, academic and personal enrichment activities, creative expression activities and displays (e.g., performing and visual arts), and faculty projects. By retrofitting existing spaces, we will create an environment for living/learning groups where students can learn, develop, and practice through inventive, cross-disciplinary, and co-curricular collaborations.

**2 ANSELMIAN TRADITIONS**  
Strengthen the common bonds that unite Anselmians across generations by sustaining historical campus traditions while establishing new traditions meaningful to contemporary students, such as first-year and senior services at the Grotto and service projects and retreats.

**3 DIVERSITY AND INCLUSIVENESS**  
Formalize and execute a set of strategic initiatives, funded by designated scholarships, to expand the composition of Saint Anselm College's learning community around diversity, including recruitment and retention of non-traditional (online and commuter) students, a broader geographic range of domestic undergraduates, international students, and students representing ethnically diverse backgrounds and traditionally underserved populations. In addition, the college will undertake a program to similarly attract, hire, and retain an increasingly diverse faculty and administrative staff.

**4 MULTICULTURAL AND INTERNATIONAL STUDENT SUPPORT**  
Sustain Saint Anselm College's long-standing support of multicultural programming and international student support by expanding the programming of the Father Jonathan DeFelice Multicultural Center to raise campus awareness and engage students formally and informally in multicultural activities. In addition, establish an International Student Office to deliver comprehensive support services for international students, such as orientation, peer mentoring, and educational and cultural adaptation. The Multicultural Center and the International Student Office will occupy expanded facilities and spaces in a renovated student center.

**5 NON-TRADITIONAL STUDENT SUPPORT**  
Conceptualize and offer an integrated set of instructional, academic, and student support services for non-traditional students—online, commuter, and older adult students—who represent new populations for the college. Investments will focus on online instruction and pedagogies; faculty development; teaching and learning technologies; academic enrichment and tutoring; and meeting, gathering, and collaboration spaces.

**6 ATHLETIC EXCELLENCE**  
Uphold Saint Anselm College's commitment to educating the whole person and its high standards for athletic excellence by continuing to attract student-athletes with exceptionally strong character, academic ability, and athletic talent. Under this initiative, the college will field competitive, disciplined, and respectful varsity teams; build the club, intramural, and recreational sports programs for broader student participation; and engage students, parents, alumni, faculty and staff, and the extended community in athletic events as a source of college unity and pride.

#### THEME 4

# Nourish Reflection & Inspire Action

Anselmians achieve lives of significance—in their professions, workplaces, communities, and families—because they are guided by the Benedictine admonition to balance *Ora et Labora*—prayer and labor, reflection and action. At a time when many of our business, civic, and professional institutions lack ethical orientation, Anselmians offer not only exceptional professional talents and expertise but also necessary moral direction and leadership. Our *Faith in the Future Strategic Plan* includes general initiatives to deepen our students' capabilities for reflection, self-understanding, and spirituality and to broaden their opportunities for worship and service. Moreover, initiatives specifically related to our preeminent New Hampshire Institute of Politics and a new Center for Ethics in Business and Governance will enable our students and faculty to study, research, and practice civic and ethical responsibility in politics, business, and the professions.



## **THE CENTER FOR ETHICS IN BUSINESS AND GOVERNANCE**

This new center will capitalize on Saint Anselm College's strong reputation for philosophical and theological expertise and the prominence of its New Hampshire Institute of Politics. The Center for Ethics in Business and Governance will offer academic and leadership programming, courses, and experiences on this

vital topic; establish the college as a leading resource for Ethics and Governance; and create opportunities for cross-disciplinary approaches and applications (for example, through collaborations between the currently endowed Bready Chair of Ethics and the Jean Chair in History and Government).





**1 SERVICE LEARNING AND FORMATION**  
Incorporate opportunities for service learning, spiritual reflection, and moral and civic formation across all four years of the undergraduate experience. This will start with Anselmian 360, a pilot First-Year Mission Program that orients incoming students with a retreat, a service solidarity mission trip (or, alternatively, an urban immersion service weekend), and a series of evening reflections in the monastery. It will conclude with a Senior Capstone Program that includes a retreat and the option of a senior trip to Subiaco (the site of Saint Benedict's call to his monastic vocation).

**2 CHAPEL ARTS CENTER**  
Integrate the *Alva de Mars Megan* Chapel Art Center more prominently into the college's academic, cultural, and spiritual life. This will be accomplished through an increased number of lectures, tours, concerts, readings, and recitals and through closer collaborations with academic and student-life departments.

**3 RESIDENCE HALL SPIRITUAL COMMUNITIES**  
Create a Peer Ministry program that encourages Saint Anselm students to build together a solid foundation and welcoming community for guiding young adults in their faith development, inviting their involvement in spiritual and faith-related activities on campus, engaging their service learning and volunteerism, and witnessing to an authentic life of faith and ethical discernment and practice. Situate peer-to-peer interactions, especially

in the college's residence halls, where students can naturally meet, talk, share, and worship in a genuine environment of Benedictine Hospitality. Offer such peer-led activities as small faith communities that assemble weekly in residence halls, faith-based service trips, and spiritually-oriented discussion and speaker programs. Train and place Peer Ministers to provide pastoral care to residential students, for instance with a schedule of "drop-in" hours for individual or small-group sessions.

**4 CATHOLIC IDENTITY OUTREACH**  
Design, develop, and initiate an annual program series for alumni on topics related to extending the continuity of Catholic identity into personal, professional, and family lives as a collaboration among campus ministry, faculty, and alumni affairs.

## THEME 5

# Extend Anselmian Mission, Impact & Identity

Anselmians are marked by the Benedictine call to openness to fully engaged living and by the mandate of stewardship of the resources entrusted to us. This call of openness and stewardship animates initiatives in *Faith in the Future* that will extend the impact of Benedictine liberal learning through new academic programs, new learning methods, and new populations of students.



## DEVELOPING NEW ACADEMIC PROGRAMS

Conduct a formal study and assessment of the viability, value, and impact of adding certain new academic degree programs, majors, and other offerings that have been identified from strategic planning. Decisions about undertaking a new academic program will be guided by an evaluation of the academic, mission, and financial implications for the program; its student market composition and potential; its competitive positioning;

and its resource and staffing requirements. New programs will eventually be selected for development that best align with the college's mission and academic philosophy and offer the greatest potential for Saint Anselm College's overall strategic development. The college's recently approved marketing major is an excellent model of a new major consistent with our mission and in great demand by prospective students.





**1 ONLINE INSTRUCTION**  
Evaluate and expand the college's online offerings to extend learning opportunities.

**2 RECRUITMENT EXPANSION**  
Increase the college's current market reach by expanding the geographic market for residential undergraduates (so that approximately half of incoming students reside outside New England) and by attracting new populations of non-traditional adult students and international students.

**3 ACCESS**  
Create an integrated strategy for pricing, institutional scholarships, and financial aid that reflects the exceptional educational and lifelong value of an Anselmian education. This approach will ensure access to a full range of students consistent with the college's mission and its Benedictine sponsorship, support student persistence and completion while controlling graduates' levels of indebtedness, and competitively position the college to attract the best and most-qualified students for its academic programs.

**4 BENEDICTINE IDENTITY**  
Continue to internally and publicly affirm the college's Benedictine identity and educational philosophy. We will articulate this identity through a compelling reputation and brand that raise awareness and communicate Anselmian impact, and we will network with other Benedictine schools nationally to promote and reinforce the excellence of a Benedictine education.

**5 EDUCATIONAL PARTNERSHIPS**  
Investigate, identify, and form fruitful partnerships with other colleges and universities as well as community organizations through articulation agreements, collaborative research opportunities, community-based research programs, social entrepreneurship endeavors, and expansion of library consortia agreements.

**6 NEW HAMPSHIRE INSTITUTE OF POLITICS**  
Continue to strengthen and advance the college's distinctive and preeminent New Hampshire Institute of Politics to provide unparalleled opportunities for Saint Anselm students to participate in the American political process at its highest levels; to attract national political figures to interact with students; and to expand internship, experiential learning, and research opportunities (for instance, introducing a national polling center).



FAITH IN THE FUTURE:

# Five-Year Performance Indicators



2,000

Enrollment

75%

Percent for freshman class in  
first-year mission program



11%

ALANA &  
international students

incoming students

36 Middle Atlantic/NYC

creation & launch of

- Saint Anselm College Humanities Institute
- Center for Ethics in Business and Governance



\$130M

Endowment

40

Number of students  
working with faculty on  
projects annually



35

Number of national-level  
events annually hosted by  
New Hampshire Institute  
of Politics







200

Total number of students placed in internships & clinical experiences annually

## campus expansion & renovations

- Student center
- New living/learning communities
- Classroom renovations [10]

4

Number of new academic degree programs & majors developed annually



70

Total number of students participating in faculty-led study- and travel-abroad programs annually



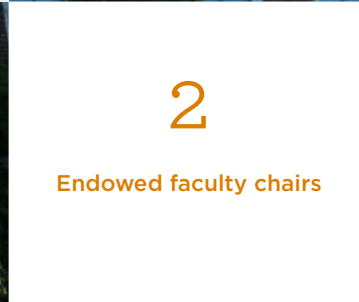
5

Cross-disciplinary & collaborative courses & research initiatives created annually



2

Endowed faculty chairs



1.39M

Annual visitors to Saint Anselm website



## three-year fund-raising performance

90%

Toward capital campaign goal





SAINT  
ANSELM  
COLLEGE



1889

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