

Strategic Plan
Implementation Plan
an overview as of 9/14/07 of the plan's seven goals

GOAL 1. Clearly articulate to internal and external audiences Nazareth's distinctive identity as a comprehensive college that integrates liberal and professional education, offers unique programs at both the undergraduate and graduate level, and places special value on student success, diversity, inclusion, civic engagement, leadership, and making a difference in local and global communities.

Since Fall 2006 the Goal 1 Committee has dealt with issues of clarifying the college's identity; the committee includes faculty, staff, undergraduate and graduate students, alumni, and trustees. Three sub-committees were formed to explore aspects of celebrating the college's heritage, bringing context to the word spirituality used in the college's mission and vision statements, and clarifying the college's identity as a comprehensive institution with undergraduate and graduate studies in liberal arts and professional programs.

Formal recommendations were reviewed throughout the process and with the President at a September 10, 2007 meeting of the Goal 1 Committee. Recommendations include, but are not limited to, the following:

- Hiring a full-time archivist;
- Bringing some symbols of nomenclature in line with the college's identity;
- Creating a heritage trail and also an outdoor heritage space;
- Establishing annual rituals of celebration, e.g. a celebration on September 24th which was the first day of classes held for Nazareth College in 1924;
- Changing the name of the Campus Ministry department to the *Center for Spirituality*, and publishing a Spirituality Statement crafted from campus-wide input;
- Widely posting the mission and vision statements whenever possible, e.g. publications, facilities.

In addition, discussion was held at a May 2007 meeting of the Goal 1 Committee regarding the name of the College. The trustee members of the committee and the President determined that this is not an appropriate time to change the name as resources are better devoted to promoting the many strengths of the College.

While some recommendations are awaiting decisions, actions to date include:

- Celebrate Naz Day, pilot of a community celebration will be held on September 24, 2007 to commemorate the opening of the college.
- The name change to the Center for Spirituality is in place for students returning to campus in fall 2007. Materials have been published and circulated to the community.
- A committee will be formed in fall 2007 to develop recommendations for an outdoor heritage space.
- The Alumni Board will work this year to prepare a heritage trail with brochure and signage for the campus community and visitors that is targeted for completion by reunion weekend in June 2008.
- Conversations will take place in Fall 2007 regarding options for short-term personnel attention to archive materials.

Strategy 1.2 of the plan is specific to the development and implementation of a comprehensive marketing plan. The recommendations of the Goal 1 Committee have been forwarded to the Marketing Committee whose membership includes senior staff, trustees, faculty, and staff. This committee has hired GCF Communications to conduct a brand study. The firms' work begins this month. Also during Fall 2007 the Marketing Committee will interview and hire a firm to develop a creative marketing plan. The focuses of this work are to increase the visibility of the college in both its existing and aspirant markets, and foster perceptions that are on target with the reality of the mission and vision of Nazareth College.

GOAL 2. Enhance the entire campus community's commitment to the highest standards of learning, discovery, scholarship, and creative activity.

This goal commits us to developing distinctive academic offerings and culture at Nazareth. Its strategies encompass a revised core curriculum, strengthened commitment to graduate education, upgraded facilities for math and science programs and the visual and performing arts programs, a plan to upgrade the facilities for the schools of Management and Health and Human Services, the development of programs that blend liberal and professional education at the undergraduate and graduate levels, enhancing faculty and student involvement in scholarly and creative activities, continued support for excellence in teaching, a vision and plan for the use of technology in teaching and learning, and the development of programs for adult learners and non traditional learners.

- Redesign of core curriculum: The Core Revision Task Force has met regularly, including a three-day retreat in Summer 2007. Task Force members have attended national workshops on liberal/general education. During the 2006-2007 academic year, the Task Force finalized a set of principles that will guide the restructuring of the core. In August 2007, they presented at Faculty Assembly Day a tentative framework for a revised Nazareth core curriculum. They are projecting final approval of a revised core program by the end of the 2007-2008 academic year, and are in the process of reviewing feedback from the faculty and developing a detailed timetable of activities for the year.
- Strengthening our commitment to graduate education: The Graduate Admissions Office has completed a survey of new graduate program opportunities, and a marketing consultant firm has submitted a report on the potential demand for advanced certificate programs. A Director of Continuing Professional Programs, Advanced Certificates, and Life Long Learning has been hired to advance graduate and certificate programs. Responsibility for graduate admissions and marketing has been shifted to the Vice President for Enrollment Management and a new media plan for graduate programs is under way, including the development of new publications for each school/college. The Graduate Studies Committee will submit recommendations to the Vice President for Academic Affairs and the President regarding increased support for graduate students in 2008.
- Provide upgraded facilities for math and science programs: Since 2003, the Math/Science division has worked as a committee of the whole to develop a vision for improved facilities. The current process builds on the ongoing participation, since the 1990s, of math and science faculty in the national Project Kaleidoscope (PKAL) workshops. In Fall 2006, PKAL consultants visited campus, and a vision and program justification for new science facilities was completed in February 2007. In Fall 2007, the math/science faculty will participate in the Campus Master Plan process, and it is anticipated that an RFP for an architectural concept for a science facility will be issued in the middle of the 2007-08 academic year.
- Provide upgraded facilities for the visual and performing arts programs: In 2006-07, the departments of Art, Theatre, and Music prepared program statements for anticipated facilities renovation. Currently, architects have been hired and design is under way for Phase I of this project: the renovation of Callahan Theatre and the creation of a gallery space and a new entrance for the Arts Center. Other space and facilities needs, especially in Art and Music, will be defined as part of the Campus Master Plan process.

- Develop a plan for upgrade of facilities for the Schools of Management and Health and Human Services: Space and facilities needs in these areas will be defined as part of the Campus Master Plan process. An Occupational Therapy consultant has reviewed facilities and programs in Health and Human Services, with recommendations regarding the space needs of possible programs in Occupational Science/Occupational Therapy. The School of Management has submitted a statement of space needs.
- Develop additional courses, program, and methodologies that blend liberal and professional education at the undergraduate and graduate levels: The tentative framework for a revised core curriculum establishes linkages between liberal arts and professional course work. Preliminary discussion of new program opportunities that link liberal arts and professional study is under way.
- Enhance scholarly and creative activities: The Workload Initiative, which in its first phase will offer faculty one course reassignment each year for scholarly and creative projects or other initiatives, is expected to promote faculty engagement in these activities. The Workload Initiative has been endorsed by the faculty; a pilot implementation of the workload model in Spring 2008 was launched with a workshop for department chairs focused on evaluating faculty assignments. In addition, the Rank and Tenure Committee has developed a statement affirming continuity in the role of scholarly and creative activity in personnel decisions; the Council of Deans has commenced plans to enhance recognition of faculty involvement in scholarly and creative activities; the tentative framework for a revised core curriculum provides for an annual celebration of student engagement in research and experiential learning; and a Director of Sponsored Programs and Faculty Research has been hired.
- Support professional development programs for staff, and scholarly and creative activities by staff: A new Director of Human Resources, who will develop these programs, came on board this summer.
- Develop programs that continue to support our commitment to teaching excellence: The Council of Deans and the Director for Teaching Excellence are finalizing a proposal to establish annual teaching awards. This proposal will be submitted to Faculty Executive Committee for endorsement. Pending the endorsement of the FEC, a Spring 2008 implementation of this award is anticipated.
- Identify the appropriate role of technology and its application to the delivery of instruction in undergraduate and graduate programs: Planning will commence in the 2007-08 academic year. Accomplishments to date include a consultant report on the current and future directions for technology at Nazareth College, and an inventory of technology initiatives already under way on campus. A new Associate Vice President for Technology and Campus Operations has been hired, and a search for a Director of Technology is ongoing.
- Develop programs for adult learners and non traditional learners and explore alternative methods of delivery: A working group to address this goal will be assembled in Fall 2007.

GOAL 3. Expand and strengthen the sense of community and our commitment to diversity and inclusion.

This goal is comprehensive in nature with a number of its strategies well underway with timelines in place and all have been addressed. Some major accomplishments:

- The Multicultural Affairs Committee will be on target to complete its work on assessing the need for a Vice President of Multicultural Affairs and Inclusion, December 2007.
- The Multicultural Recruitment Committee participated in several new initiatives regarding recruitment of new Multicultural students. The Committee is in the process of reviewing a best practices recruitment document and will analyze the impact of the Urban Scholars Program by December 2007.
- The Co-Curricular Committee has identified through an open forum held in Spring 2007 the need for ongoing campus discussions around diversity and inclusion as well as professional development, training and workshops opportunities.
- The inventory, which is the first phase, of all the colleges of urban partnerships is complete.
- The committee charged with strengthening internal communications (strategy 3.6.1) has worked jointly with the Portal Implementation Committee to draft policies and procedures in preparation for the anticipated Spring 2008 roll-out of the *MyNaz* Portal.
- The committee of retired faculty and staff has been meeting and a Spring 2008 campus event is planned.
- The Task Force appointed by the Deans Council and the Faculty Executive Committee will have a report with recommendations as to the needs of part-time faculty completed by December 2007.

Other Highlights

- An advisory group will convene in Fall 2007 to conduct an assessment of Nazareth's current international programs, propose ways to improve support for international students at Nazareth, and increase exchange opportunities for faculty and staff. In addition, the Core Revision Task Force will consider the preparation of Nazareth students to live and study in other countries. Assessment of current programs will be complete in Spring 2008. A pilot project of short-term international experiences will be implemented in the 2007-08 academic year, and new exchange programs with institutions in India, Hungary, and Turkey are being explored. Final report and recommendations of advisory group to be completed in 2009.
- The communications committee will explore proposing a campus wide oversight committee of communication processes; recommendations of membership and charge to be drafted by December 2007.
- The building of a president's home on campus will be explored with the Campus Master Planning consultants in Fall 2007/Spring 2008.
- Alumni Programs are in the assessment phase.

GOAL 4. Define and strengthen the College’s commitment to civic engagement, an essential ingredient of an education that prepares students for their civic responsibilities and the local and global levels.

A review of the organizational structures for civic engagement (which included focus groups, a benchmarking study and in-depth discussion with several target groups) indicated that there is a great variety of civic engagement programming on the Nazareth campus – but the programs are not well coordinated or networked. Instead, the current structures are fragmented, isolated and confusing to both internal and external constituencies. In addition, current staffing/funding for programs does not allow for present or future growth. The interim situation in which several major community service programs have ‘no home’ has compounded the long-standing problems in this area.

The campus study made it clear that a new comprehensive structure is necessary to coordinate campus initiatives, to network effectively with community agencies, and to systematically evaluate areas of growth. Any potential for coordination and growth must be proactive, strategic and intentional.

The intended outcome is to strengthen the college’s commitment to civic engagement by providing a structure that facilitates student learning through involvement in the community and exemplifies Nazareth’s distinctive commitment to the community. The proposed new structure:

- was designed to facilitate connection and communication between curricular and co-curricular programs. A new Center will assure that curricular and co-curricular programs are well integrated.
- will allow for greater efficacy of current programs as well as future growth of new programs.
- will increase student, faculty, and staff awareness and understanding of the college’s commitment to civic engagement, including their knowledge of distinct curricular and co-curricular program opportunities.

Final Recommendations

1. Publicize the “Civic Engagement at Nazareth College” statement (see Addendum #1) throughout campus.
2. Create a new Center for Civic Engagement. The mission of the CCE (see Addendum #2) is to provide strategic direction, advocacy, program and resource development and coordination to the rich and varied curricular and co-curricular experiences through which the college connects to its surrounding community.
3. Hire two new full-time staff positions, Executive Director for the Center for Civic Engagement and Administrative Assistant for CCE. A salary study is currently underway in Human Resources with regard to the proposed positions; likewise a study is underway by the Civic Engagement Committee to develop an operating budget.

Addendum #1: Civic Engagement at Nazareth College

Nazareth College is an institution of higher learning and a responsible member of the community. Civic engagement at Nazareth is rooted in the college's mission to prepare students "to make a difference in their own world and the world around them, and encourage them to develop the understanding, commitment, and confidence to lead fully informed and actively engaged lives."

Civic engagement is the process of integrating academic study, research and service through active involvement in local, national and global communities. The goals of civic engagement include the development of the knowledge, skills, values and motivation necessary to be active and responsible citizens. Through the process of civic engagement students, faculty and staff form relationships and partnerships with the community that reflect a sense of caring and commitment.

Civic engagement at Nazareth is characterized by:

- collaborative partnerships built on a sense of mutuality that respects the strengths/resources and issues/challenges of all partners
- a variety of models/approaches (curricular and co-curricular) direct and indirect, one-time and sustained
- a process of self-reflection as well as critical analysis of the world around us
- the pursuit of cultural competency and an understanding of and respect for diversity
- a pedagogy that links theory to practice
- the development of professional competencies

Examples of civic engagement at Nazareth include:

*Course-based experiences *Service Learning *Internships
*Co-curricular community service programs *Field Placements
*Clinics *Engaged research *Political involvement

Addendum #2: Center for Civic Engagement Mission Statement

The Center for Civic Engagement (CCE) exists to promote Nazareth College's mission to prepare students "to make a difference in their own world and the world around them, and encourage them to develop the understanding, commitment and confidence to lead fully informed and engaged lives." The CCE contributes to our students' development of knowledge, skills, values and motivation necessary to be active and responsible citizens.

To this end the CCE provides strategic direction, advocacy, program and resource development and coordination to the rich and varied curricular and co-curricular experiences through which the college connects to its surrounding community.

GOAL 5. Enhance and enrich the quality of student life on campus in order to realize our core commitment to student success.

Since Fall 2006 several Goal 5 committees have been addressing the issues to enhance and enrich the quality of student life at Nazareth College. These sub-committees were formed to do the planning for building a new residence hall, and estimate the cost of upgrading our older existing residence halls. They have inventoried and developed programs that will further help to integrate academic affairs and student life. They have developed a needs statement and cost analysis for a new athletic field house on campus. They have inventoried the existing services on campus for students with disabilities and have identified what unmet needs the campus has in this area. Finally, they have inventoried the existing programs and services for graduate and undergraduate part-time students and will recommend new and modified programs the campus needs to ensure that these students are an integral and welcomed part of the college community.

Formal recommendations have been reviewed throughout the process and include, but are not limited to, the following:

- Build a new residence hall, started August 2007.
- During Fall 2007, work to identify, prioritize and cost out the necessary residence hall renovations for the older residence halls on campus.
- The Academic Affairs/Student Development Co-Curricular Committee will continue to meet and develop programs and ideas that reinforce and support more co-curricular programming between academic affairs and student development.
- Build phase I of a new athletic field house which would include a 200 meter indoor track, 5 indoor tennis courts that could be converted to four basketball courts and a curtain system to be used to divide the courts for simultaneous practices.
- Finance and develop a five year plan to meet all ADA requirements for accessibility and accommodations.
- Increase faculty and staff knowledge and sensitivity to students with disabilities.
- Provide more services and programs for our graduate and part-time students.

While many recommendations are awaiting decisions, actions to date include:

- A new 149 residence hall was started in August, 2007 and should be completed by August, 2008.
- Twenty residence hall spaces will be set aside for graduate students starting Fall, 2008.
- More co-curricular programming offered by Academic Affairs and Student Development.
- A preliminary case statement for a new field house to be built in phases was given to President Braveman in July, 2007.
- Recommendations concerning staffing needs and physical accommodations in relation to students with disabilities were sent to Sara Varhus, Peg Ferber, Trina Marquez and the Facilities Department on campus.

Goal 6. Ensure that Nazareth has the financial and human resources to attain its vision and further its mission.

Enrollment, Endowment, Financial Aid:

- As the various initiatives across the entire strategic plan take shape, discussions have emerged regarding the College's capacity to grow enrollment in specific program areas or across the undergraduate and graduate programs as a whole. This capacity is determined by three factors-first and foremost by external market environment, second by the resources needed to support program growth (both human resources and facilities or physical resources), and finally by the appetite of the unit or the College to move beyond the current steady state.
- Utilizing the financial planning model Future Perfect, the institutional impact of various enrollment and financial aid strategies are being explored. While the model is not intended as a program-specific budget planning tool, it is quite helpful in conveying the macro impact of adding facilities, increasing faculty, and other program expansion elements.

Compensation and Workload:

- With regard to compensation and workload issues for both faculty and staff, a number of initiatives are underway. For faculty, emphasis is being placed on the workload initiative, intended to provide release time for faculty to devote additional time to scholarly activities with the objective of increasing the College's academic profile and strengthening participation in civic engagement and student development. For staff, the initial emphasis has been placed on bringing compensation more in line with the competitive market in the expectation of attracting and retaining individuals with the skill sets needed to support the College's continued vitality.
- For both faculty and staff, a comprehensive employment benefits program review is just beginning, with targeted completion in Fall 2008. The study will assess both the array of employment benefits offered by the College and also the methodology by which the current cafeteria-style plan is funded for each individual employee.

Technology:

- In tandem with the review of current support for compensation and benefits, the College's approach to investing in technology is also under review. The Associate Vice President for Technology and Campus Operations, working closely with the Deans' Council and the existing IT Strategy Committee, will lead the development of a comprehensive plan to support academic, administrative and student life-related applications of technology, all supported by a physical infrastructure designed to meet rapidly evolving needs.

Endowment:

- Endowment performance remains strong, with the portfolio returning 18.9% for the fiscal year ended June 30, 2007. Performance during the volatile market environment of the summer months will reveal whether the current asset allocation of the portfolio is also structured to buffer against such environments.
- The other key contributors to growing the endowment, of course, relates to increased philanthropic support for the endowment coupled with prudent additions to quasi endowment from year-end surpluses and unrestricted bequests.

Development:

- As verified by the feasibility study for a comprehensive campaign, it is necessary to enhance the advancement staffing structure to both administer the campaign and strengthen key functional areas of individual giving, alumni relations and development writing. Final recommendation is to add four positions: a campaign manager on a contractual basis for the campaign only, and three permanent positions of major/planned gift officer, alumni relations officer, and a director of advancement services.

Comprehensive Campaign - final recommendations:

- Commence the comprehensive campaign with a two-year nucleus fund, or quiet phase, using a working goal from philanthropic sources. Develop a plan for finding the balance of project costs from other non-philanthropic sources – such as government earmarks.
- Campaign priorities are building a Math/Science Center, increasing the endowment, renovating the Arts Center, and increasing the Nazareth Fund (annual giving). Seek to explore funding from non-philanthropic sources whenever possible, in particular, explore government support for the Math/Science Center.
- Create a volunteer structure for the nucleus fund, including but not limited to, a communications committee and a planning committee.
- Develop a multi-year campaign budget.

GOAL 7. Develop a culture of strategic planning and assessment.

Highlights

- Oversight groups for a planning and assessment organization have been established. Because assessment is central to all that we do on both the academic and administrative sides, it was agreed that Senior Staff, Supported by the Director of institutional Research and the Research Analyst and Coordinator for Assessment, would serve as the Assessment Steering Committee. On the academic side, an Academic Assessment Steering Committee, including the deans and Associate VP for Graduate Studies, representatives from the Faculty Executive Steering Committee and the Curriculum Committee, and the Director of the Center for Teaching Excellence, was formed to provide leadership in the assessment of student learning. An Administrative Assessment Committee, with representation from all administrative areas, will develop tools and processes for administrative assessment. In January 2007, a Database Coordinator was hired in the Office of Institutional Research and Assessment. In Spring 2007 the Senior Staff approved the assessment organization and the oversight committees were constituted.
- The Assessment Steering Committee, the Academic Assessment Steering Committee, and the Administrative Assessment Steering Committee meet regularly. An assessment vision and time line (both long-term and short-term) have been affirmed. A software program, TracDat, has been purchased to structure and archive assessment data. In 2007-08, exemplary assessment projects in both administrative and academic areas will be reported using TracDat. By 2012, routine assessment will be pervasive in all areas, and we will be able to document the use of assessment data in decision-making.
- A campus master planning firm has been hired. Ayers/Saint/Gross will begin working with constituent groups in October in both aspects of a space utilization study and a visionary campus master plan. Anticipated completion, April 2008.