

NAZARETH COLLEGE STRATEGIC PLAN OVERVIEW

Mission

The mission of Nazareth College is to provide a learning community that educates students in the liberal arts, sciences, visual and performing arts, and professional fields, fostering commitment to a life informed by intellectual, ethical, spiritual, and aesthetic values; to develop skills necessary for the pursuit of meaningful careers; and to inspire dedication to the ideal of service to their communities. Nazareth seeks students who want to make a difference in their own world and the world around them, and encourages them to develop the understanding, commitment, and confidence to lead fully informed and actively engaged lives.

Vision

Nazareth College will be nationally and internationally recognized as a comprehensive educational institution, which provides its students with transformational experiences and integrates liberal arts, sciences, visual and performing arts, and professional education at the undergraduate and graduate levels and which places special value on student success, diversity, inclusion, civic engagement, and making a difference in local and global communities.

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.

Strategy 1.1: The President will appoint a committee to recommend specific strategies to clarify Nazareth’s identity

1.1.1: The committee will assess the impact of religious symbols and name on the College’s current identity as an independent institution that is not affiliated with any specific religion

1.1.2: The committee will recommend specific strategies to recognize the College’s heritage and its continuing impact in defining our commitment to civic engagement and a life informed by intellectual, ethical, spiritual, and aesthetic values

- 1.1.3: The committee will recommend specific strategies to clarify the College's identity as an undergraduate and graduate institution, and as a school committed to liberal arts and professional education

Strategy 1.2: Develop and implement a comprehensive marketing plan

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

Strategy 2.1: Redesign the core undergraduate curriculum

Strategy 2.2: Strengthen our commitment to graduate education

- 2.2.1: Explore the feasibility of new graduate education options (such as new certificate, masters, doctoral, and five-year programs)

- 2.2.1a: Explore the feasibility of new graduate education options in professional development programming (e.g. advanced certificates, CEU and PHD-earning programs and life-long learning)

- 2.2.1b: While developing a more reliable projection model, explore the feasibility of new undergraduate and graduate degree program options

- 2.2.2: Provide increased support for scholarships and assistantships

- 2.2.3: Design and implement a marketing plan for graduate programs

Strategy 2.3: Provide upgraded facilities for math and science programs

Strategy 2.4: Provide upgraded facilities for the visual and performing arts programs

Strategy 2.5: Develop a plan for upgrade of facilities for Schools of Management and Health and Human Services

Strategy 2.6: Develop additional courses, programs, and methodologies that blend liberal and professional education at the undergraduate and graduate levels

Strategy 2.7: Enhance scholarly and creative activities

- 2.7.1: Define scholarly and creative activities and clarify the role of such activities in promotion and tenure decisions.

- 2.7.2: Provide additional support for such activities, including additional funds for research, travel, reassigned time, and leaves
- 2.7.3: Encourage and support collaborative student/faculty research and creative activities
- 2.7.4: Support grant writing efforts
- 2.7.5: Design activities to celebrate the scholarly and creative activities

Strategy 2.8: Support professional development programs for staff, and scholarly and creative activities by staff

Strategy 2.9: Develop programs that continue to support our commitment to teaching excellence

Strategy 2.10: Identify the appropriate role of technology and its application to the delivery of instruction in undergraduate and graduate programs

Strategy 2.11: Develop programs for adult and non traditional learners and explore alternative methods of delivery, e.g. online instruction

Goal 3: Expand and strengthen the sense of community and our commitment to diversity and inclusion

Strategy 3.1: Assess the need for the position of Vice President for Multiculturalism and Inclusion with responsibility for achieving this Goal, and ensuring a transformational educational experience

Strategy 3.2: Develop plans to attract and retain a diverse population of students, faculty, staff, and trustees

Strategy 3.3: Ensure that the community respects and celebrates multiculturalism, diversity, and inclusion

- 3.3.1: Further develop and implement undergraduate and graduate academic programs that foster understanding of, and appreciation for, multiculturalism, diversity and inclusion
- 3.3.2: Further develop and implement co-curricular programs to foster understanding of, and appreciation for, multiculturalism, diversity, and inclusion

Strategy 3.4: Expand our international programs to enable more students, faculty, and staff to study in other countries and to enable more students, faculty, and staff from other countries to study at Nazareth

3.4.1: Assess the effectiveness of current international academic programs

3.4.2: Redesign and increase support programs for international students to ensure they feel welcome in our community

3.4.3: Provide Nazareth students with appropriate skills to live and study in other countries

3.4.4: Increase exchange program opportunities for faculty and staff

Strategy 3.5: Develop urban partnerships and opportunities that will strengthen the quality of life for people from diverse backgrounds in the Rochester area

Strategy 3.6: Preserve and enhance the sense of campus community

3.6.1: Develop and implement programs that strengthen internal communications

3.6.2: Develop and implement programs that bring together faculty, staff, students, alumni, and trustees

3.6.3: Celebrate the contributions of members of the campus community

3.6.4: Identify annual themes that the entire community can explore through classes, speakers, conferences, and special programs

3.6.5: Consider and incorporate the needs of undergraduate commuter and part-time students, and graduate students in planning community activities

3.6.6: Consider and incorporate the needs of part-time faculty in planning community activities

Strategy 3.7: Develop additional programs that involve alumni in the life of the campus

Strategy 3.8: Construct a President's home on campus to host events involving faculty, staff, students, alumni, trustees, donors, and guests

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 at the local and global levels.

Strategy 4.1: Review the organizational structure of our civic engagement programs to reflect the curricular and co-curricular aspects of our commitment and to ensure clarity and unity of purpose

4.1.1: Determine the role of Campus Compact and its relationship with other civic engagements on-campus

Strategy 4.2: Identify and assess current curricular and the co-curricular civic engagement components as well as opportunities for additional civic engagement components

4.2.1: Develop areas that bridge curricular and co-curricular components of civic engagement

Strategy 4.3: Educate members of the community about the meaning of civic education and its importance in preparing students for their civic responsibilities at the local and global levels, thereby fostering a culture of civic engagement

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

Strategy 5.1: Build a new dormitory and upgrade existing dormitory facilities

Strategy 5.2: Develop programs that integrate academic affairs and student life

Strategy 5.3: Construct a new field house that is focused on the health and wellness of students as well as faculty, staff, alumni, and trustees

Strategy 5.4: Expand services for students with disabilities and with other special needs

Strategy 5.5: Provide additional services that meet the needs of graduate and part-time students to ensure that they are an integral and welcomed part of the College community

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

Strategy 6.1: Establish realistic goals for the steady state of undergraduate enrollment and graduate enrollment

Strategy 6.2: Develop and implement a plan to increase the endowment

Strategy 6.3: Develop and implement a financial aid policy that provides for the most effective use of financial aid in attracting the desired undergraduate and graduate student population

Strategy 6.4: Develop and implement a plan that addresses faculty and staff workload issues and ensures competitive salaries and benefit packages

6.4.1: For Faculty Workload

6.4.2: For Faculty Compensation

6.4.3: For Staff Workload

6.4.4: For Staff Compensation

Strategy 6.5: Develop and implement a technology infrastructure and support services plan for the ongoing enhancement of academic and administrative initiatives

Strategy 6.6: Develop and implement a plan to enhance the ongoing operations of the Development Office

Strategy 6.7: Conduct a comprehensive campaign to raise the resources necessary to implement the strategic plan

Goal 7: Develop a culture of strategic planning and assessment

Strategy 7.1: Develop a planning and assessment organization that identifies the individuals and offices responsible for continuing planning and for regular academic and administrative assessment

Strategy 7.2: Develop and implement academic and administrative assessment processes

Strategy 7.3: Develop and implement strategic planning processes based on assessment outcomes

Strategy 7.4: Update the campus master plan and the facilities capital action plan