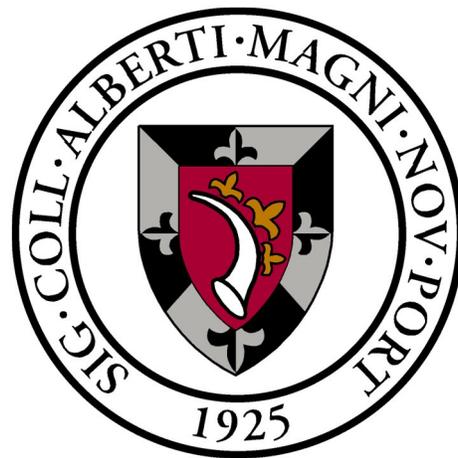


# ALBERTUS MAGNUS COLLEGE

## STRATEGIC PLAN



A review of the  
2003-2008 Strategic Plan

September 2008

# PRESENTATION TO THE BOARD OF TRUSTEES SEPTEMBER 2008

Presented by:

Julia M. McNamara, *President*

Robert J. Buccino, *Vice President for Advancement and Planning*

Sr. Charles Marie Brantl, O.P., *Director of Assessment and  
Institutional Research*



*This report has been prepared by: Carolyn Behan Kraus, Director of Alumni Relations and Special Events*

## STRATEGIC PLAN 2003-2008

In the Fall of 2001, the President and Board of Trustees directed that Albertus Magnus College commence a Strategic Planning process that would envision the continued growth and expansion of the College during the period 2003 to 2008. This process was to include as broad a representation of College faculty and staff as possible, and was to be especially influenced by the recommendations made to the College by the New England Association of Schools and Colleges (NEASC) at the conclusion of the 2001 reaccreditation process. Thus, the Strategic Plan process would focus on the dynamic future of Albertus Magnus in several vital areas, and would particularly focus on "...revitalizing the College's traditional daytime undergraduate and continuing education programs, including the general education component..." At the same time, the College responded to the recommendation that the Mission Statement be reviewed and reformulated for purposes of clarification and succinctness.

## STRATEGIC PLANNING PROCESS

President Julia M. McNamara charged Robert J. Buccino, Vice President for Advancement and Planning, with the overall operational direction of the Strategic Planning process. At the September 2001 Annual Meeting of the Board of Trustees, Chairman Robert F. Behan, on behalf of the Board, directed that a completed draft of the Strategic Plan be presented to the Board at their November 2002 meeting.

Initial preparation and research included: Strategic Change in Colleges and Universities, Daniel J. Rowley, Herman D. Lujan & Michael G. Dolence, Jossey Bass 1997; Thinking Outside the Box, Robert A. Sevier, Strategy Publishing, 2001; Good to Great, Jim Collins, HarperCollins, 2001; and The Tipping Point, Malcolm Gladwell, Little/Brown, 2000. All Trustees and Task Force members were given personal copies of Thinking Outside the Box.

An initial list of prospective Task Force committee members (faculty and administrative staff), was presented to the President in late September. The President asked that the committee framework be expanded to include more full-time faculty members. The final composition of the Task Force was 45 committee members, including 26 full-time faculty members. The President and Mr. Buccino asked Sr. Charles Marie Brantl, O.P., to serve as Secretary to the Task Force and to assist in relevant comparative data collection and analysis for the committees.

The Strategic Plan Task Force would review both internal and external data, discuss future developments for Albertus and eventually agree on a future course that would forecast growth not only for the traditional day program and for Continuing Education but also for all major programs and aspects of Albertus Magnus College.

Four committees of the Task Force, and an *ad hoc* faculty committee on General Education Reform, would research, discuss and develop what became six new and major initiatives for the revitalization of the Day Program at the College. The four Task Force committees were: Academic Programs; Enrollment Management; Technology/Delivery; and Financial/Capital Resources.

### **The Six Initiatives:**

- 1. Develop an integrated General Education Program at Albertus;**
- 2. Undertake an Education Initiative: Preparing a New Generation of Teachers at Albertus Magnus College;**
- 3. To evolve the Tagliatela School of Business: with a focus on Ethical Business and Leadership and to continue the development and growth of our business related programs through faculty leadership;**
- 4. To prepare Albertus Students for Leadership in the Community;**
- 5. To Enhance Programs for Students Through Innovative Delivery Systems & Technology;**
- 6. To Construct a New Academic Facility and renovate existing facilities in support of the Strategic Initiatives**

## **ALBERTUS MAGNUS COLLEGE STATEMENT OF MISSION**

As noted above, a special *ad hoc* committee, appointed and chaired by the President, reviewed and recast the Mission Statement for the College. This effort, a recommendation of the NEASC accreditation process, included the opportunity for comment and suggestion from all faculty and administrative staff. The opportunity to recast and simplify the Mission Statement has been an important factor in new program exploration and consideration. The draft of the revised Mission Statement was presented for review and consideration by the Trustees for further discussion and was approved at the March 2003 Board of Trustees meeting. The Mission Statement and the guiding principles from which it emanates are as follows.

**The mission of Albertus Magnus College is to provide an education that is scholarly, humanistically enlarging, and practical in its application. Founded by the Dominican Sisters of Saint Mary of the Springs, Albertus Magnus College remains faithful to the Judeo-Christian tradition and to its Catholic heritage, ready to respond to the evolving academic needs of its own students and of society at large.**

**The mission of the Albertus Magnus College Community** derives from the dedication and commitment to the service of our founder and sponsor, the Congregation of Dominican Sisters of Saint Mary of the Springs. Reflective of the spirit of the Dominicans whose essential charism is the search for truth (*Veritas*) in all dimensions, we at Albertus assume responsibility for the fulfillment of our particular mission as an academic community. Certain guiding principles inform our mission and purposes:

- *The College embraces the liberal arts tradition and is committed to a vibrant and engaging General Education curriculum.*
- *The college prepares students to become lifelong learners who lead rich productive lives through engagement in their communities and the pursuit of meaningful careers.*
- *The College strives to bring together a richly diverse student body and cultivates an atmosphere that promotes mutual respect and ethical behavior.*
- *The College provides an atmosphere of close, positive interaction between faculty and students; thus offering students opportunities for personal challenge and growth, both as scholars and as human beings.*
- *The College seeks to provide an educational environment which enhances each student's individual development and his or her ability in and through groups.*
- *The College encourages student participation in academic internships, practica and relevant work experiences to assist them in meeting the demands and challenges of a complex world.*



## STRATEGIC INITIATIVES: RESULTS 2003-2008

Initiative 1:

### INSIGHT PROGRAM RESULTS 2003-2008

- *The Insight Program*, the College's **General Education Program**, was developed and implemented by the faculty during 2003-2008. **In fact, 2008 marks the first undergraduate day graduating class to have completed the program.**
- In summer, 2007, Albertus Magnus College participated in the American Association of Colleges & Universities' Institute, *Core Commitments: Educating Students for Personal and Social Responsibility*.
- As a result of participating in the Institute, the college developed a three-year action plan to insure the ongoing vitality and development of *The Insight Program*.

Initiative 2:

### TEACHER EDUCATION PROGRAMS RESULTS 2003-2008

- The College has developed a teacher certification program that prepares teacher candidates in seven certification areas. **Seventeen candidates have successfully completed the program.**
- **Currently, there are 37 students pursuing teacher certification.**
- In June, 2008, the College received notification that it had been granted provisional approval of its teacher education programs by the Connecticut State Department of Education.
- The Education Department has successfully run an Advance Alternative Preparation (AAP) Program for teachers of reading for two years.
- The Education Department has received three Teacher Quality Grants, each for \$76,000 from the Connecticut Department of Higher Education.
- The Education Department was awarded a \$25,000 grant from the Connecticut Department of Higher Education for 2008-2009 for a project designed to improve fourth and fifth grade teachers' ability to teach literacy skills to their students.
- During 2008-2009, the College has entered into a partnership with the New Haven public schools to educate Head Start teachers in a program designed to permit those with

associate's degrees to complete the bachelors degree in Psychology with a concentration in early childhood development.

Initiative 3:

## TAGLIATELA SCHOOL OF BUSINESS AND LEADERSHIP RESULTS 2003-2008

- We have sponsored local, regional and nationally prominent business leaders for the Tagliatela speaker series. This year's speakers included: Roxanne Coady, *Founder and President, R. J. Julia Booksellers*; David Fusco, *President, Anthem Blue Cross & Blue Shield of CT*; Jeffrey Pino, *President, Sikorsky Aircraft*, as well as nationally know leadership speaker and author John Baldoni.
- Issues in ethical leadership in business have been made important parts of the curriculum in our newest business graduate programs, the Masters in Leadership and the MBA.

Initiative 4:

## DEVELOPMENT OF NEW ACADEMIC PROGRAMS/CENTERS RESULTS 2003-2008

- A major in Criminal Justice was established at Albertus. Currently there are 63 majors.
- Majors in Psychology (78), Sociology (76), and Human Services (28) continue to grow
- The undergraduate major in art therapy and the graduate program in art therapy continue to flourish to over 700 credit hours per year.

Initiative 5:

## NEW AND INNOVATIVE DELIVERY SYSTEMS RESULTS 2003-2008

### ***A. Accelerated Degree Program***

- During the 2003-2004 academic year, the evening Accelerated Degree Program (ADP) offered a total of **15** blended courses and **8** online courses. During 2007-2008 ADP

offered **157** blended courses and **61** online courses in our undergraduate program (for a total of **218**).

- At present, more than 70% of all course offerings in ADP are conducted in the blended/online format.
- Three ADP graduate programs have embraced distance learning and one program (Master of Arts in Leadership) offers all courses in the blended format.
- During the summer of 2006, an assessment team of professors (Ms. Frattini, Dr. Munson and Mr. Hubbard) evaluated current blended/online courses and submitted a comprehensive report establishing new guidelines for the creation of these courses.
- In April 2008, the College joined eTutoring, a collaborative online tutoring program and platform. With eTutoring, AMC undergraduate students may receive help on-line in writing, math, statistics, accounting, and other fields.

### ***B. Academic, Administrative and Library Technology***

- Wireless access was extended to all areas (except the Athletic Center) on the main campus as well as the Long Wharf, East Hartford and Stratford campuses. Internet bandwidth has been increased to accommodate the growth of web usage.
- High tech classroom equipment and video editing lab and studio were installed in the Academic Center. In addition, nine classrooms in Aquinas have been outfitted with interactive whiteboards or panels. Long Wharf and East Hartford classroom equipment has been upgraded and faculty workshops have been conducted on new technology usage.
- The Library converted to the Library of Congress system and implemented an online catalog.
- An E-Book service with over 3000 academic titles is now available.
- An online Information Literacy tutorial has been created for students.

Initiative 6:

## NEW ACADEMIC CENTER RESULTS 2003-2008

- The Academic Center for Science, Art and Technology was completed in early 2005 and has served the academic mission of the College for several years. It is a remarkable venue for interactive learning, contemplation and community gathering.
- Total cost of the entire project was \$6,681,281.00 which was completed *without* bonded debt, within budget, and ahead of schedule.



## STRATEGIC PLAN – RELATED OPERATIONAL ITEMS RESULTS 2003-2008

- Enrollment Management
- Finance/Capital Resources

### ENROLLMENT MANAGEMENT: RESULTS 2003-2008

*The following are recommendations that were made by the Enrollment Management Committee and adopted by the College to enhance not only the quality of student life but also the recruitment and retention of students.*

- **215 new and transfer students recruited in 2008**, highest class of new students in the 83 year history of the College.
- A comprehensive assessment and overall upgrade of **campus safety and security** programs, policies and procedures including:
  - Implementation of the PAL (personal alarm locator)
  - Increased the number of security guards on the second and third shifts
  - Extra-duty N.H.P.D. officer on campus 7 nights per week
  - Installation of CCTV cameras on the exterior of all residential buildings on campus
  - Increased lighting campus-wide
  - Crime prevention workshops for students and employees
  - Installation of an emergency mass communication system, Connect-ED
- A financial aid award package delivered to all returning students before they leave the College in May. Financial Aid leveraging greatly improved.
- Re-establishment of the College's Teacher Education Program.
- Significant strengthening of the College's Criminal Justice program.
- A review of curricular matters regarding developmental reading, study skills, and the various levels of mathematics.

## FINANCE/CAPITAL RESOURCES

*The Financial/Capital Resources Committee has significantly met its goals and objectives during 2003-2008. The Academic Center, which was a primary objective in the Strategic Plan, was constructed and has served the academic mission of the College for several years. Throughout the five years of this Strategic Plan, the College has moved forward on each of the initiatives:*

1. Improving the overall aesthetics of the College Campus.
2. Renovating and upgrading existing Campus Facilities to better serve student and academic needs.
3. Better integrating the areas surrounding the Campus Center to better integrate facilities, particularly with respect to aesthetics.
4. Examining Bree Auditorium with respect to effective spatial use.
5. Examining the use of the ground floor of Dominican Hall for better utilization of space.
  - The College has in place a Master Concept for present and future needs. Bree Auditorium has been examined and reviewed by Stantec, and plans for this space are in place. In addition, the College's Master Concept has formulated plans to better integrate the Campus Center, Walsh Hall and the Academic Center. Relocating the Campus Center's air conditioning units and fashioning glass partitioned, curtain walls; these facilities will be better connected and will have a much more integrated, aesthetic connection.
  - Significant renovations and improvements to the Athletic Center have been made.
  - The Celentano Tennis Courts are being completely resurfaced.
  - The Campus grounds have seen significant improvements with respect to roads and infrastructure, and in terms of aesthetics. Most significant have been the landscaping improvements associated with the College Library and Mohun Hall.
  - The College has received approval for parking expansion and improvement associated with Nilan and Sansbury Halls.
  - The College Library has undergone repair and upgrade to its stucco surface. The exterior surface of Dominican Hall was repaired during the 2007-2008 academic year.
  - Lighting fixtures and ceilings have been replaced and refurbished in the Campus Center and in Aquinas Hall.
  - Locks were replaced in Dominican Hall.

- Since 2003, fire protection in all buildings has been reviewed and improved. Specifically, Sienna Hall's sprinklers, windows and related fire protection equipment were upgraded during the past academic year.
- The College has made significant improvements and total new software upgrade with respect to card key entry. These improvements have resulted in a more reliable and secure entry system across the College Campus.
- The College was able to contribute \$300,000 (annually) into the Plant Renewal and Replacement Fund.



# STRATEGIC PLANNING COMMITTEES

## Ex Officio members of all committees

Julia M. McNamara

*President*

Robert J. Buccino

*Director of the Plan*

Sr. Charles Marie Brantl, O.P.

*Secretary*

*Names in Italics = Faculty Member*

### **Academic Programs**

Chair: *John Donohue*

Members: *Mark Barreuther*

*George Abdelnour*

*Jeremiah Coffey*

*Sr. Mary Faith Dargan, O.P.*

Phyllis C. DeLeo

*Howard Fero*

*Deborah Frattini*

Suzanne Yurko Wall

*Stephen Joy*

*Ragaa Mazen*

*Sean O'Connell*

*Paul Robichaud*

*Joan Venditto*

*Joseph Veth*

### **Enrollment Management**

Co-Chairs: Richard J. Lolatte

Maureen V. Morrison

Members: *Sr. Ann Bailie, O.P.*

Annette Bosley-Boyce

*Norman Davis*

*Sr. Gilmary McCabe, O.P.*

Jennifer Pacelli

Jessica Van Deren

### **Financial/Capital Resources**

Chair: Jeanne Mann

Members: *Albert DeFabio*

*Nancy Fallon*

*Robert Imholt*

*Clara Munson*

James Schafrick

*Ron Waite*

*Patricia Yeaman*

### **Technology/Delivery**

Co-Chairs: Diane Campanella

Anne Leeney-Panagrossi

Members: *Christopher Anagonstakis*

Scott Bartlett

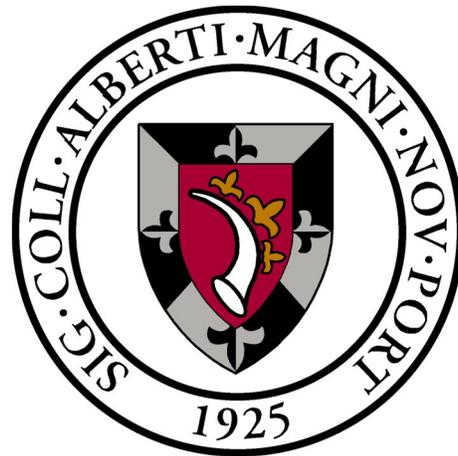
*Lewis Boyce*

*Robert Hubbard*

Greg Knobelsdorff

*John Wasserman*

# Albertus Magnus College



## Strategic Plan

RJB/cbk 11/3/08