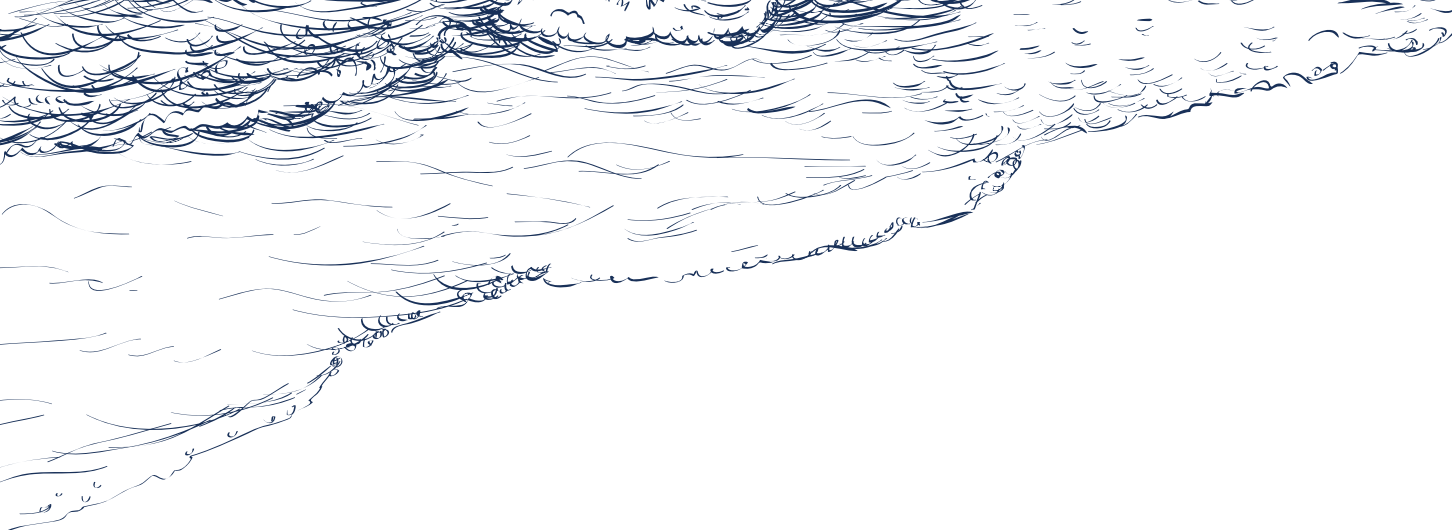


Sail Beyond the Shore

Strategic Plan for Endicott College





A Bold Future for Endicott

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Dear Endicott College Community,



As we embark on a new strategic journey together, we dream of a bold future for Endicott—one where magnificence will be illuminated by the power of place, an innovative and diverse culture, and our commitment to transformational learning. The

collective strength of our story will transcend Endicott from “best kept secret.”

Risk takers and history makers know that you can never cross the ocean until you have the courage to lose sight of the shore. Endicott is situated on the bluffs atop the natural landscape of Boston’s North Shore, with vast views of Massachusetts Bay stretching to the Atlantic Ocean—symbolizing infinite possibilities. Our invigorating site will serve as the impetus where conversations with industry leaders convene and inspire, where new and innovative sources of alternative revenue will attract fresh faces to our global community. Continuous improvement of our unique campus landscape means new buildings, beautification projects, and aesthetics that will add brightness to an already magnificent canvas.

While the beauty of this place is unparalleled, it is the people who define our inventive, curious, and vibrant culture. Imagine what we will accomplish as we grow to reflect the society in which we live, seeking a more inclusive and engaged community. Our pioneering spirit of entrepreneurship requires high performing teams and the recruitment of the best and the brightest talent in their field. Leadership development comes with the expectation that employees meet or exceed their highest potential. Operational efficiency will be realized through the application of cutting-edge technology used to make

informed decisions. Happiness will manifest through the ideology that when you do what you love, you love what you do.

The larger the island of knowledge, the longer the shoreline of wonder. Transformational learning experiences will grow by expanding our unique foundation of internships and co-ops to opportunities beyond the greater Boston area and increasing study away partnerships throughout the country. Our commitment to global citizenry will flourish as we introduce new study abroad sites around the world. Right here at the Nest, living and learning communities will bridge the divide between the traditional academic experience with social and emotional support that connects students and faculty outside of the classroom. Heightened academic excellence will elevate the reputation of the institution while attracting high caliber students to join the Endicott family.

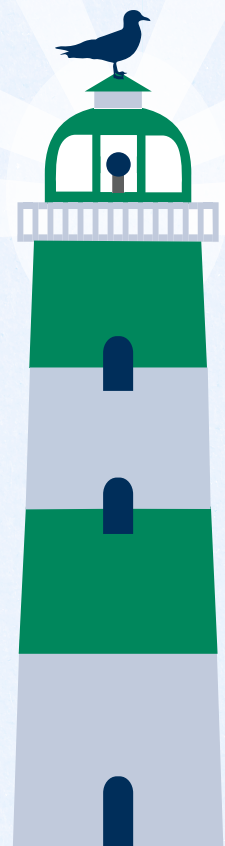
The strength of this bold Endicott story encompasses your narratives—success on the public stage while teaching and researching, learning as students, and working as graduates—that will create a clear and powerful brand leading to greater affinity among donors and prospects and bringing us to a place Endicott has never been before.

For more than eighty years, Endicott has continued to grow and evolve, consistently meeting the needs of an ever-changing student population. Join us as we chart a course for the future of the College.

Sincerely,

A handwritten signature in dark blue ink that reads "Steven R. DiSalvo". The signature is fluid and cursive, with a large initial 'S'.

Steven R. DiSalvo, Ph.D.
President





Charting the Course

In 2020, Endicott College partnered with Credo, a leading higher education consulting firm, to launch our strategic planning process. This expertise and guidance led to several rounds of community input, data analysis, prioritization, and decision-making.

The Strategic Plan process launched with a leadership retreat in September 2020. Four themes emerged about what makes Endicott an institution of distinction. These themes were then introduced to the Board of Trustees, followed by virtual community meetings with more than 400 faculty and staff members, and to groups of students

throughout the Fall 2020 semester. The Planning Team was assembled, which included faculty, staff, and administrative representation from across the College, and met to review the collected data. From this group, Theme Team co-chairs were identified to work with additional faculty and staff members in analyzing the data and propose relevant initiatives. Once the Theme Teams concluded their work, the Planning Team reviewed and further developed their recommendations, which were presented to the Board of Trustees in February 2021.

Planning Team

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

Chris Barnhill, *Director of Digital & Web Services*

Bryan Cain, *VP of Student & External Engagement*

Renee Crawford, *Associate VP of Finance*

Amy Donovan, *CIO*

Jillian Dubman, *Chief of Staff*

Tony Ferullo, *VP of Finance & COO*

Rick Gagnon, *Director of Physical Plant*

Brandi Johnson, *VP & Chief Diversity Officer*

Jodi Kenyon, *Associate Athletic Director,
Women's Soccer Coach*

Evan Lipp, *VP of Admission & Financial Aid*

Meghan Monaco, *Dean of Admission*

Marlin Nabors, *Assistant VP of Student Affairs
& Dean of Students*

Jennifer Pearce, *Director of Leadership Giving*

Lara Salahi, Ed.D., *Assistant Professor of Broadcast
& Digital Journalism*

Beth M. Schwartz, Ph.D., *Provost & Professor of Psychology*

Amy Smith, DNP, *Associate Dean of Undergraduate Nursing*

Aubry Threlkeld, Ed.D., *Associate Dean of Graduate Education*

Katherine Whidden, *Interim Associate VP of Human Resources*

Brian Wylie, Ph.D., *Assistant VP of Athletics & Athletic Director*



Setting Sail

The Planning Team was charged with leading the discussion to develop and implement the Strategic Plan over the next several years and ensuring it was informed by community input and data—combined with bold thinking.

For more than eight decades, Endicott College's entrepreneurial spirit has propelled this institution

forward with a commitment to harnessing the energy and enthusiasm of our entire community. Through unique geography, passionate people, unmatched service, and storytelling to a wider audience, we ensure our students receive the highest quality education. Together, we begin this journey to make Endicott even stronger.



Navigating the Tides

Theme 1: Power of Place

Endicott College sits on a natural marvel. Perched above a scenic coast where salted air and endless ocean views inspire creativity and fresh thinking, this place broadens personal and professional horizons. The power of this place has infinite potential.



Power of Place includes the following priority initiatives:

Intentional Spaces & Places: Leveraging an already unique and scenic experience, meaningful campus improvements will include creating a welcoming visitor center that encapsulates the Endicott experience while showcasing breathtaking ocean views, enhancing and adding new recreational and athletic facilities, and revamping the library to serve as a campus unifier for renewed engagement.

Student Centered Design Decisions: With a heightened commitment to the student experience, Living Learning Communities will grow, allowing for the pursuit of academic interests aligned with personal social, emotional, and ethical development; and the Student Center will be enhanced to meet evolving multi-cultural, technological, and lifestyle needs.

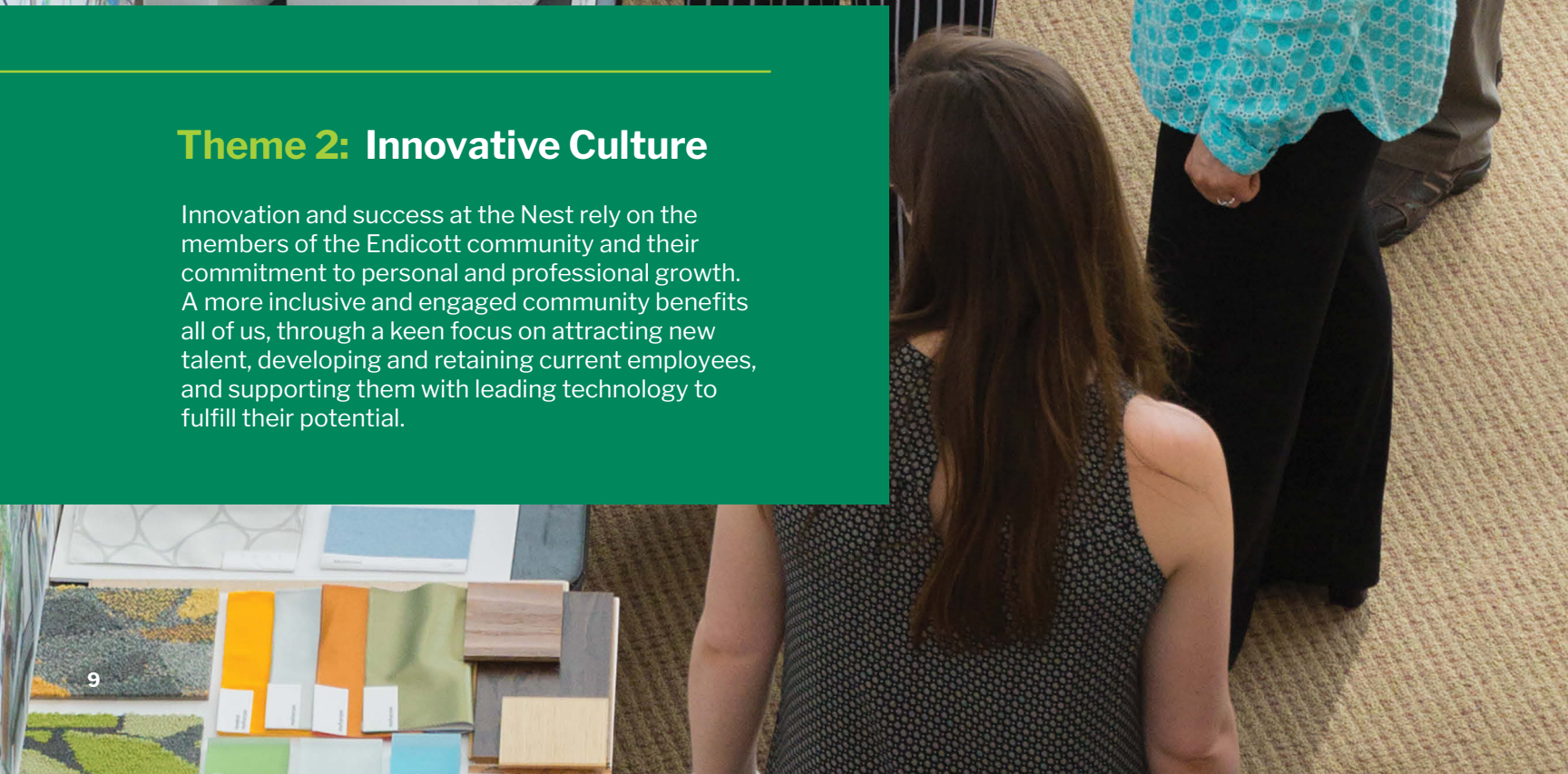
Increase Alternative Revenue: The campus' varied natural and constructed spaces provide numerous ways to inspire increased capital. Considering a management transition of the Wylie Inn & Conference Center back to the College and creating a comprehensive exterior spaces plan will help generate year-round revenue while maximizing use of waterfront, beaches, and outdoor spaces.

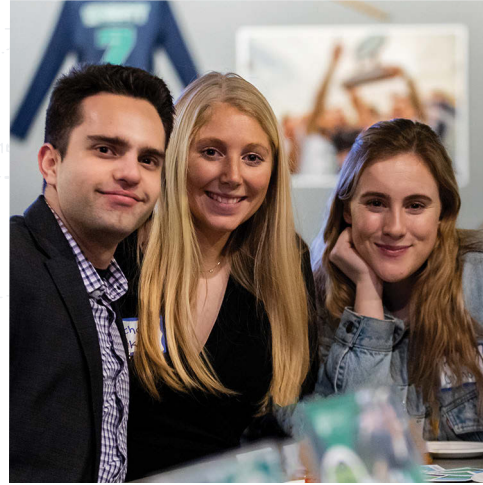
Convening Conversations of Change & Leadership: Endicott's stunning campus in Beverly, Mass., is a prime location for hosting premier regional and national events and conferences on topics of growing interest and urgency like higher education affordability, climate change, and social justice. Creating a hub that encourages internal and external scholarship will attract industry experts and guests who engage in interdisciplinary study and groundbreaking research.



Theme 2: Innovative Culture

Innovation and success at the Nest rely on the members of the Endicott community and their commitment to personal and professional growth. A more inclusive and engaged community benefits all of us, through a keen focus on attracting new talent, developing and retaining current employees, and supporting them with leading technology to fulfill their potential.





Innovative Culture includes the following priority initiatives:

Aligned & Agile Organization: An active and lively approach to change leads to collective greatness. Designated spaces for faculty and staff collaboration and idea sharing, and flexible schedules for different departments on campus will better meet the needs of students and employees.

Data Informed & Technology Energized: With efficiency as the top goal, determine and install a new, modern system that will replace tools currently used across campus. Enhance Endicott’s culture with data-backed decision making through the creation of a custom metrics dashboard.

Talent Acquisition, Retention & Development: Higher education is a competitive landscape so retaining and attracting top talent is critical for an innovative culture to thrive. Leadership and skill development, professional growth, and a compensation study will lead to an updated structure to better support employees and inform hiring decisions.

An Inclusive & Engaged Community: A commitment to diversity, equity, and inclusion through a concerted effort will make the Nest more reflective of the world in which we live. Recruiting and retaining a more diverse student body will mean better outreach and financial aid resources, while growing diversity of staff will require differentiators like relocation expenses and employee resource groups.

Theme 3: Transformational Learning

Building upon a solid foundation of experiential learning that includes our nationally-ranked internship and co-op program and opportunities for student-faculty research collaboration, we will make our distinguishing educational differentiators even stronger, while adding value that highlights Endicott's commitment to academic rigor.



Transformational Learning includes the following priority initiatives:

Sustainable & Market-Informed Programs:

Existing industry partnerships provide insider information in understanding what skills employers seek. A process for evaluating new and existing undergraduate and graduate programs, reviewing curriculum for immediate needs and timely topics like social justice and technology, and adding micro-credential opportunities through cross-campus partnerships will strengthen Endicott's commitment to life-changing education.

Centralized Advising: The body of impressive work developed by students is an asset for gaining employer interest and job placements, no matter the major. A portfolio-style system will be developed to showcase documented learning and augment a traditional resume. For students exploring academic majors who have yet to declare, the creation of an academic cohort will allow students to connect with faculty across campus as they consider the many available options.

Student Retention: Engaging students for the duration of a degree program is critical in creating a strong community. Data-informed decision making will require a new system that includes a clear philosophy, achievable outcomes and goals, and assessment that partners current advising protocols—aimed at improving retention and graduation rates for both undergraduate and graduate students.

The Endicott Advantage: Determine, brand, and develop transformational learning specialties unique to Endicott, with a focus on enhancing internship and experiential learning and creating synergy between curricular and co-curricular opportunities. Reimagine the Senior Thesis/Capstone Course to include a defined outcome or product that is applicable to the student's intended job market.







Theme 4: Strength of Story

The story of Endicott stems from a deep, pioneering history with the spirit of innovation and entrepreneurialism at its core. With a nod to our origins, we will write for the future, creating a clear and cohesive voice—a brand that focuses on stories that motivate student recruitment, grow our philanthropic base, and expand our global reach.

Strength of Story includes the following priority initiatives:

Cohesive & Clear Brand: Redefining the College’s mission and shared values, to maintain consistency of messaging across all materials, is crucial for strong storytelling.

Expanded Student Recruitment Opportunities: New program development and existing degree expansion will reinforce academic connections to relevant industries, enhancing our commitment to experiential learning and career outcomes.

Increase Donor Revenue: The impact of philanthropic support reverberates across Endicott. Growing participation through new fundraising opportunities and philanthropic events in Boston and key areas with alumni concentrations will help support the success of our mission and values.

Promote Tomorrow’s Endicott: A robust internal and external marketing plan aimed at educating the campus and greater community to promote the breadth and value of an Endicott education locally and across the world.

Reaching the Destination

The Strategic Plan will work in concert with the comprehensive capital campaign and campus master planning processes to provide the foundation for our continued growth. Initiatives that reflect the best of Endicott will guide us toward rich, new discoveries.

These initiatives are designed for achievability within the next five years. The Planning Team anticipates no more than three initiatives per theme will be pursued at any given time. Clear metrics and key performance indicators are tied to each initiative allowing for progress tracking of the overall plan. A data collection steward will support this effort, and implementation teams have been assigned to see each initiative through to fruition.

The Planning Team will remain in place for the duration of the Strategic Plan, with membership reviewed every two years. This group will monitor progress of the plan and ensure the implementation teams stay on track for completion.

This voyage will take a determined crew with a shared sense of dedication to our powerful place, innovative culture, transformational learning, and strong story. We are glad to have you on deck.



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Innovative Culture

Transformational Learning

The Strength of Story

Convening Conversations of Change & Leadership

An Inclusive & Engaged Community

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Increase Alternate Revenue

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Student-Centered Design Decisions

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Expanded Student Recruitment Opportunities

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Sustainable & Market-Informed Programs

Cohesive & Clear Brand



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