

# ENDICOTT COLLEGE

*Beverly, Massachusetts*

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**Strategic Plan  
2011–2020**

# A Message from the President

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I am pleased to present *Endicott College: Strategic Plan 2011–2020*, which was developed by the Endicott College Planning Committee in consultation with hundreds of members of the College community. The collaboration included members of the Board of Trustees and the Board of Advisors, as well as faculty, administrators, students, and alumni; and I would like to thank everyone who contributed to the creation of this thoughtful and comprehensive document. The plan was presented to and approved by the Board of Trustees at their February 2011 meeting.

In the last three decades, Endicott has experienced tremendous growth, and our new *Strategic Plan* builds on our considerable successes. At the same time, it outlines new directions and priorities that will enhance our programs, resources, and services – both now and in the future.

To meet the goals and objectives put forth in the *Strategic Plan*, constituencies across campus will assume responsibility for specific strategic initiatives. Benchmarks for measuring success will be continually evaluated, with the plan acting as a working document that will guide the institution over the next ten years. Each year, the Committee will review the status of the plan, making adjustments as goals are achieved and new goals are envisioned.

*“Remember the past, appreciate where we are, dream of what we can become.”* This simple exhortation holds special meaning for the Endicott community. With this new *Strategic Plan*, we have dreamed of what we can become, and we have developed signposts to help us achieve those dreams. I encourage you to read the plan closely, and I welcome your insights and opinions. Working together, we will continue to bring new vision to this vibrant community of learners.

Richard E. Wylie, *President*

## Planning Committee, 2011

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ENDICOTT COLLEGE

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# Endicott College Strategic Plan: 2011–2020

## Strategic Plan: Overview

In accordance with the College's Mission Statement, Endicott remains committed to delivering high quality educational programs and services in its undergraduate and graduate schools, both domestically and around the world. The College further seeks to promote a sound financial structure to support our programs and our current and future students.

In creating our new *Strategic Plan*, we have identified several key goals, outlined in these pages, They include:

### GOAL 1

Delivering quality, reputation, and value;

### GOAL 2

Providing 21st century infrastructure and practices;

### GOAL 3

Anticipating and adapting to changing economic and market realities;

### GOAL 4

Establishing the College as a leader in international education;

### GOAL 5

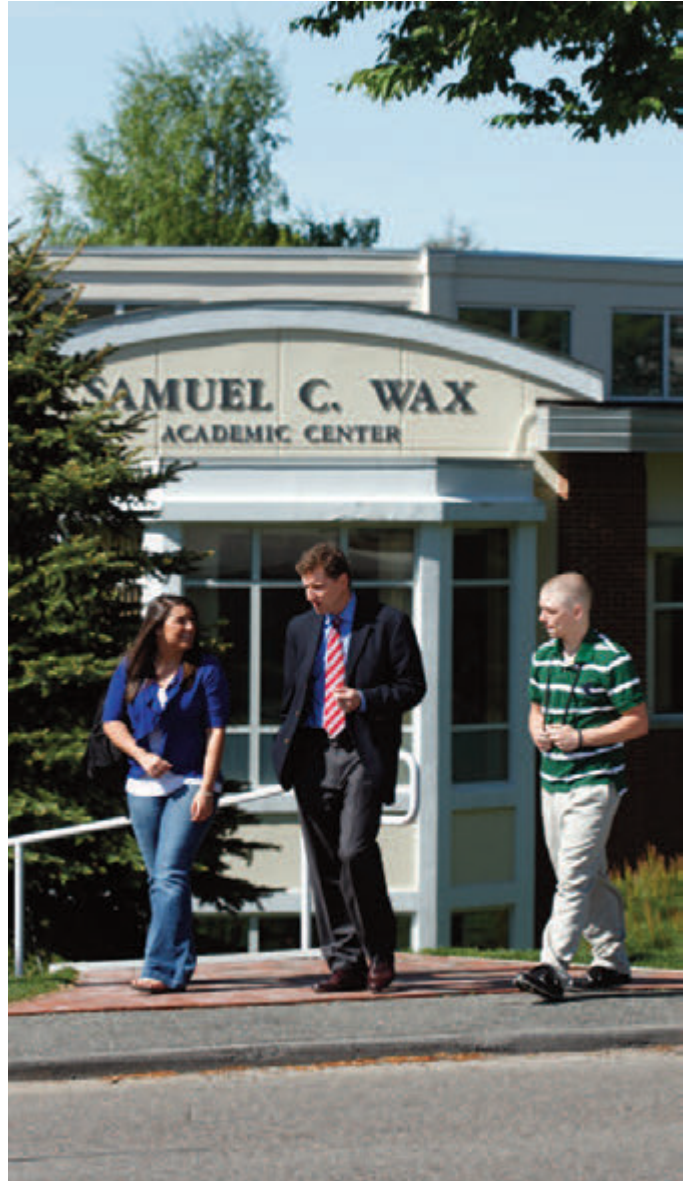
Remaining open to change by pursuing entrepreneurial opportunities;

### GOAL 6

Promoting Endicott as a national leader in the design and delivery of internship opportunities; and

### GOAL 7

Identifying new academic initiatives and degree programs to advance the College's image, financial strength, student base, and donor appeal.



## Endicott College Mission Statement

*The mission of Endicott College is to instill in students an understanding of and an appreciation for professional and liberal studies. Deeply woven within this philosophy is the concept of applied learning, which has been the hallmark of Endicott. Linking classroom and off-campus work experience through required internships remains the most distinguishing feature of the College.*

*Endicott has a vision for the total development of the individual within a community that fosters an appreciation of diversity, international awareness, community service, and moral and ethical values. Endicott is an innovative and vibrant, student-centered institution that supports undergraduate and graduate students in their pursuit of knowledge.*

*Common threads run through the fabric of the Endicott experience: increased self-confidence, stronger professional skills and technological competencies, and perhaps the most valued of all, lives open to change.*



## Goal 1 – Deliver Quality, Reputation, and Value

Endicott’s success derives from its integration of the professional and liberal arts, with experiential learning opportunities across all fields. The College seeks to educate the whole student through dynamic academic and co-curricular programming, and it is the effectiveness and agility with which we implement our programs and services that set us apart.

Our highest priority for the future is to strengthen and broaden our current programs and reputation, nationally and internationally, in order to ensure the value and benefits of the educational experiences we provide.

### OBJECTIVE 1

*Ensure that undergraduate and graduate programs meet evolving societal and workplace needs.*

#### TACTIC 1

Systematically assess program offerings.

#### TACTIC 2

Develop programs that provide each student with a horizon-expanding liberal and professional education and an array of skill sets.

### OBJECTIVE 2

*Foster a culture of excellence among faculty, staff, and students.*

#### TACTIC 1

Develop students’ abilities to apply learning to complex problems, both in and out of the classroom.

#### TACTIC 2

Support undergraduate research initiatives.

#### TACTIC 3

Support innovative teaching.

#### TACTIC 4

Support innovative co-curricular activities.

#### TACTIC 5

Develop students as ethical leaders and responsible citizens.

#### TACTIC 6

Develop a culture that promotes the College’s founding principles of respect, responsibility, trust, integrity, and accountability.

#### TACTIC 7

Promote an intellectual climate that contributes to the growth of the institution.

### OBJECTIVE 3

*Promote undergraduate and graduate collaboration.*

#### TACTIC 1

Utilize the expertise of faculty with terminal degrees to teach in and assist with development of graduate programs.

#### TACTIC 2

Expand the delivery of summer courses.

#### TACTIC 3

Develop graduate assistantships and fellowship opportunities in the undergraduate college.

#### TACTIC 4

Expand library and academic support services for graduate students.

#### TACTIC 5

Create 3+2 or 4+1 programs that lead to Master's degrees in a variety of disciplines.

#### TACTIC 6

Strengthen the connections among all programs, including those online and off-campus.

#### TACTIC 7

Integrate graduate and undergraduate facilities.

#### TACTIC 8

Provide student services for residential, commuter, and online/distance undergraduate and graduate students.

### OBJECTIVE 4

*Attract, support, and retain high quality faculty and staff.*

#### TACTIC 1

Expand professional development.

#### TACTIC 2

Provide competitive compensation for faculty and staff.

#### TACTIC 3

Increase the number and percentage of full-time faculty with terminal degrees.

#### TACTIC 4

Support faculty scholarship initiatives.

### OBJECTIVE 5

*Foster global understanding and embrace diversity.*

#### TACTIC 1

Support international experiences for faculty, students, and staff.

#### TACTIC 2

Strengthen curricular and co-curricular opportunities.

#### TACTIC 3

Recognize and facilitate international research, teaching, and service.

### OBJECTIVE 6

*Embrace diversity.*

#### TACTIC 1

Foster interaction among diverse students.

#### TACTIC 2

Increase diversity among faculty, staff, and students.



# Goal 2 – Provide 21st Century Infrastructure and Practices



To support quality and value, Endicott is committed to building a strong physical, technological, and operational infrastructure. By increasing our institutional capacity and operational effectiveness, we can achieve a competitive advantage and meet the expectations of our twenty-first century stakeholders.

## OBJECTIVE 1

*Integrate emerging technologies into undergraduate and graduate curricula and programs.*

### TACTIC 1

Increase the use of technology across the curriculum.

### TACTIC 2

Use best practices in web, social media, and interactive marketing.

### TACTIC 3

Provide training opportunities to support the use of technology.

### TACTIC 4

Develop and implement online, web-based resources for students and faculty.

### TACTIC 5

Provide technological capacity and infrastructure on campus and online.

## OBJECTIVE 2

*Expand online degree programs.*

### TACTIC 1

Provide online program support services.

### TACTIC 2

Ensure that library collections and resources support not only our on-campus programs but also our online and international initiatives.

## OBJECTIVE 3

*Build the physical plant infrastructure to support all programs and services.*

### TACTIC 1

Provide facilities for programs in science, math, engineering, technology, health sciences, and business.

### TACTIC 2

Expand the physical space of the Halle Library.

### TACTIC 3

Assure that there is appropriate and sufficient space for students' academic, social, recreational, athletic, health, and wellness needs.

## OBJECTIVE 4

*Integrate sustainability through the College's culture and operations.*

### TACTIC 1

Implement a plan for sustainability.

### TACTIC 2

Develop indicators for social, economic, and environmental sustainability.

## Goal 3 – Anticipate and Adapt to Changing Economic Market Realities

Sound financial and strategic planning have allowed the College to grow, innovate, and compete with other institutions. Changing student demographics, employment prospects, and global market pressures demand that Endicott take strategic steps to remain competitive. We will continue to rely on foresight, flexibility, and responsiveness as we strive to meet the growing demand for affordability and value. Our priority will be to balance program growth with financial stability.

### OBJECTIVE 1

*Increase the College's financial capacity and flexibility.*

#### TACTIC 1

Practice prudent financial management and maintain annual operating margins that will facilitate further building of endowment resources.

#### TACTIC 2

Transfer operating funds to the endowment annually.

### OBJECTIVE 2

*Stay abreast of competitive forces.*

#### TACTIC 1

Evaluate university status.

#### TACTIC 2

Fund initiatives that differentiate the College.

### OBJECTIVE 3

*Make an Endicott education accessible to a wide range of students.*

#### TACTIC 1

Increase institutional financial aid.

#### TACTIC 2

Increase access for diverse students (e.g., bridge programs, scholarships, and three-year program options).

### OBJECTIVE 4

*Increase grant funding.*

#### TACTIC 1

Provide enhanced grant proposal support.

#### TACTIC 2

Secure key grants.

#### TACTIC 3

Increase alumni participation.

## Goal 4 – Establish Endicott as a Leader in International Education

Endicott has a long-standing commitment to international education at both the undergraduate and graduate levels. A priority for the future is the development of self-sustaining and revenue-generating initiatives that will support core academic programs and expand our global reach.

The College plans to increase the number of global partnerships and graduate school instructional sites in order to create international programs that will enhance the reputation of the College both here and abroad. We further plan to continually evaluate and renew our efforts to encourage global awareness among our students.

### OBJECTIVE 1

*Prepare students to think and act globally.*

#### TACTIC 1

Integrate international perspectives across academic and co-curricular programs.

#### TACTIC 2

Increase study abroad and faculty exchange opportunities.

### OBJECTIVE 2

*Increase international undergraduate and graduate student enrollment.*

#### TACTIC 1

Create feeder systems to recruit students from international partnerships and American schools abroad.

### OBJECTIVE 3

*Develop international, revenue-generating programs and partnerships.*

#### TACTIC 1

Strengthen undergraduate and graduate programs at existing international sites.

#### TACTIC 2

Expand the number of international graduate sites and partnerships.



## Goal 5 – Remain Open to Change and Pursue Entrepreneurial Opportunities

Endicott’s spirit of bold entrepreneurship, coupled with a commitment to excellence, continues to guide the College through the complexities of twenty-first century expectations in higher education. In meeting the challenges of the times, Endicott has set two types of objectives: those that enhance and refine established programs and practices and those that seek to position the institution as fertile ground for new and innovative ventures. We believe our future success is dependent upon our continued ability to balance our entrepreneurial spirit with our vision of education as outlined in our Mission Statement.

### OBJECTIVE 1

*Develop strong and visionary academic and administrative leadership at all levels.*

#### TACTIC 1

Identify individuals for promotion and professional development.

#### TACTIC 2

Implement a mentoring program.

#### TACTIC 3

Encourage responsible risk taking.

### OBJECTIVE 2

*Develop partnerships that expand our reach.*

#### TACTIC 1

Nurture relationships with external advisory groups.

#### TACTIC 2

Identify and develop collaborative projects with other organizations.

### OBJECTIVE 3

*Sustain our strong sense of shared purpose and pride.*

#### TACTIC 1

Continue with scheduled community meetings, the *President’s Update* newsletter, and various community events to keep our campus community abreast of our common goals, aims, and aspirations.

### OBJECTIVE 4

*Ensure that funds will be available to invest in strategic opportunities that differentiate the College from our peers.*

#### TACTIC 1

Maintain a forward-thinking business plan.

# Goal 6 – Promote Endicott College as a National Leader in the Design and Delivery of Internship Opportunities

Endicott has the distinction of being the first College in the country to require internships of all students in all majors. Today, the internship experience is the foundation of an Endicott education, which integrates our commitment to both the professional and the liberal arts.

At Endicott, internship is linked to the curriculum in a way that is unique in higher education. It is a comprehensive part of every student's academic program, with each student completing at least three applied learning experiences. These experiences often form the basis of the Senior Thesis, each student's culminating academic achievement.

We seek to establish ourselves as a national model in experiential education by sharing our history, knowledge, and leadership in the field of experiential learning.

## OBJECTIVE 1

*Assess the strengths and areas for improvement in our Internship program and compare our program to the programs at the top five or six other colleges in the nation who have a strong commitment to internship.*

### TACTIC 1

Modify our program to make improvements and enhancements based upon best practices.

### TACTIC 2

Strengthen infrastructure to support internships.

## OBJECTIVE 2

*Expand internship opportunities with the strongest possible sites.*

### TACTIC 1

Evaluate current site listings and ensure that sites meet educational and institutional objectives.

### TACTIC 2

Cultivate a greater number of internship sites at high profile and leading world-wide organizations.

### TACTIC 3

Intensify preparation of students.

### TACTIC 4

Establish a fund to allow for travel stipends for exceptional opportunities.

## OBJECTIVE 3

*Take a leadership role in demonstrating the relationship between internship and learning outcomes.*

### TACTIC 1

Consolidate supporting data and evidence of success via internships.

### TACTIC 2

Conduct original research to understand the relationships between internship and learning.

### TACTIC 3

Identify five major publications dedicated to higher education and publish our research results nationally.

### TACTIC 4

Expand awareness of the value of internships among high school students and their families.

## OBJECTIVE 4

*Strengthen the connections between experiential learning and career services.*

### TACTIC 1

Link internships with career opportunities.

### TACTIC 2

Link internships with research/graduate school opportunities.

### TACTIC 3

Deliver high quality pre-professional career services.

### TACTIC 4

Expand services for graduates and alumni seeking employment.



# Goal 7 – Identify New Academic Initiatives and Degree Programs to Advance the College’s Image, Financial Strength, Student Base, and Donor Appeal

As an independent institution of higher education, Endicott College has an opportunity to be creative, innovative, and entrepreneurial. Our flexible governance structure and our espoused “freedom and encouragement to create” will allow us to develop strong beacon programs worthy of note and emulation.

## OBJECTIVE 1

*Define five primary new degree programs or areas of study.*

### TACTIC 1

Establish a Beacon Task Force to identify criteria for comparison.

### TACTIC 2

Develop a process for review and discussion.

### TACTIC 3

Engage the community in the discussion of the next phase of program development.

## OBJECTIVE 2

*Select the most promising programs for implementation.*

### TACTIC 1

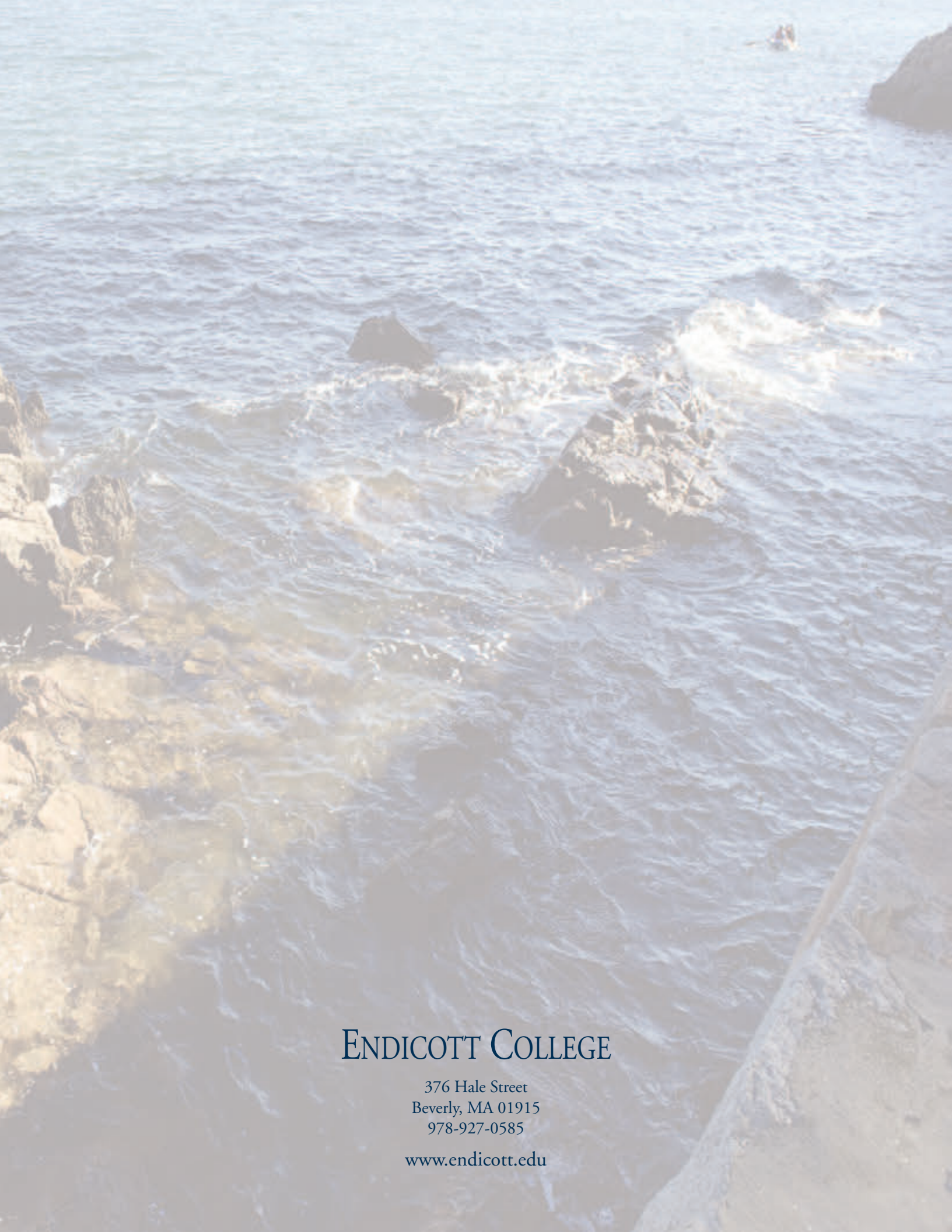
Develop financial plans.

### TACTIC 2

Seek regulatory approvals.







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