



## THE STRATEGIC PLAN FOR NEW ENGLAND COLLEGE 2011 - 2016

### **Background: Context and Process**

The New England College strategic planning process, with oversight by the President's Strategic Planning Council (PSPC), began in August 2010. From this point and throughout the academic year, the planning has moved from conceptual to concrete, from broad themes to detailed clarity. The process has included the voices of every constituency within the College community – trustees, faculty, staff, students, alumni, and parents. External resources and experts were brought into the conversations as well. The themes of inclusion and transparency guided the process throughout. Five study groups were formed to engage in conversations around the areas of Outreach, Enrollment, Community, Learning and Scholarship, and Campus. Additionally, each group viewed these topics through the lenses of Entrepreneurship, Brand, Location, Sustainability, Competitiveness, and Diversity.

### **Our Mission**

New England College is a creative and supportive learning community that challenges individuals to transform themselves and their world.

### **Description of Our Mission**

New England College emphasizes experiential learning as an essential component of an enduring academic community. Building upon a strong liberal arts foundation, we challenge our students to reach their full potential through informed discourse and the pursuit of excellence in a framework of academic freedom that reflects the following values:

- Imaginative, innovative, and creative approaches to all their endeavors
- Respect for self in the development of personal, social, physical, and intellectual abilities
- Caring and collaborative relationships among members of our community
- Respect for the varied qualities of individuals, communities, and the world
- An appreciation of beauty and elegance in the search for truth
- Inquiry into and the pursuit of social justice
- Ethical and responsible citizenship, including service to the community
- The pursuit of ecological sustainability
- Continuous learning and a lifetime of personal achievement

## **THREE STRATEGIC DIRECTIONS FOR NEW ENGLAND COLLEGE**

### **INNOVATIVE PEDAGOGY**

*New England College will pursue innovative pedagogies that, in combination with current methods that effectively promote student learning and success, will further enrich our undergraduate and graduate programs. Such innovative pedagogies include, but are not limited to, new approaches to content, delivery, location, duration, and outcomes. The College will incorporate experiential and engaged learning experiences with a strong liberal arts orientation into all courses and programs.*

### **SUSTAINABLE GROWTH**

*The College will strengthen and secure its long-term viability through planned growth while improving and expanding facilities to enhance the teaching and learning process.*

### **IMAGE AND REPUTATION**

*New England College will raise its profile by seeking national recognition for its mission, vision, and contributions to higher education. We will robustly promote our student, faculty, and staff accomplishments, as well as our strategic partnerships. We will also celebrate and broadly publicize the achievements of our undergraduate and graduate alumni whose successes speak to their educational foundation at New England College.*

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### **To Develop New Programs, NEC will**

Establish programs focused on sustainable technologies and natural resource management, such as those related to renewable energy sources, sustainable agriculture, or conservation. The College will use its existing geography and establish collaborative for projects, thereby incorporating strong experiential and research/development components.

Develop new interdisciplinary programs which leverage the College's strengths in the humanities and professional programs which enhance civic engagement and participation (e.g., communication, writing, public policy) and prepare students for success in 21<sup>st</sup> century careers.

Redesign its Honors Program so that, in addition to offering further challenge to our best students, it will create a robust flow of transfer students from New Hampshire and New England community colleges.

Develop seamless transition opportunities from undergraduate to graduate programs (e.g., accelerated programs and four-year BA + MA programs).

Investigate the creation of an on-campus daycare program in conjunction with an early childhood education major.

Develop programs specifically oriented towards the adult learner, especially online, nontraditional completion programs for a Baccalaureate degree in business and related disciplines.

Develop certificate programs for practitioners in fields of proven marketability, such as forensic accounting, sustainability, online teaching for K-12 instructors, and instructional technology in the classroom.

Add graduate programs that take advantage of our marquee programs. The College will explore programs such as: a new MBA program with specialization in key areas (e.g., healthcare); graduate programs related to Outdoor Leadership; and a doctoral program in one of our key competency areas.

**To Develop a Robust Twelve-Month Campus Community, NEC will**

Redesign undergraduate curriculum to accommodate a schedule that runs a full twelve months, with terms that accommodate flexible scheduling and standardized financial aid packaging. Such a schedule would allow students to select terms they wish to attend, making a three-, four-, or five-year option viable.

Promote and support continuous enrollment in graduate programs, consistent with 12-month calendar.

Develop faculty contracts, compensation plans and incentives that accommodate the new curriculum model.

Add new adult professional, artistic, and cultural programs throughout the year.

**To Develop Study Away/Study Abroad Programs, NEC will**

Establish study-away/study-abroad components to all undergraduate majors whereby a semester or period away/abroad relates directly to the student's major. Moreover, the College will ensure that all students participate in at least one study-away/study-abroad experience as a pre-requisite to graduation.

Integrate study-away/study-abroad opportunities as part of the curricular calendar change, with the goal of having up to 25% of total enrollment away during any given term, thereby allowing for growth in overall Henniker enrollment.

Establish opportunities for graduate study-away/study-abroad programs, such as having an international component to the EdD or MBA.

**To Integrate the College with its Environment, NEC will**

Establish partnerships across the State of New Hampshire which provide exemplary teaching/learning opportunities for our students.

Create a permanent presence in Concord with activity at undergraduate and graduate levels, professional conferences, political symposia, and more.

Partner with outdoor and environmental companies and organizations to develop a consortium that educates students about and advocates for conservation, the reduction of carbon emissions, and the development of new businesses focused on sustainability and locally-sourced products and services.

Include some aspect of outdoor experience in the undergraduate program, during Orientation or later in undergraduate years, thereby ensuring student connection to and respect for the environment.

Develop and build innovative learning spaces and infrastructure that promote experiential activities, creative endeavor, integrated learning, and environmental awareness. These spaces and infrastructure will include labs, studios, technologies, and outdoor-learning facilities.

Host political programs and debates that affirm NEC's identity as a key player in nationally prominent campaigns and elections, particularly the presidential primary in New Hampshire.

**To Maximize Diversity, NEC will**

Match faculty diversity to student diversity by 2016.

Ensure that undergraduate and graduate curricula are designed and assessed according to their commitment to providing diverse content and perspectives and capacity to address 21<sup>st</sup> century issues of global engagement.

**To Invest in New Technology, NEC will**

Integrate technology as appropriate to course content and learning objectives. This integration of technology will be part of program review and revision, as well as new program development.

Develop various models for undergraduate and graduate courses, including on-the-ground, online, and hybrid course models, to be used throughout the new twelve-month schedule, for all programs.

**To Create Incentives for Scholarship, NEC will**

Develop professional support and reward systems that encourage faculty scholarship and publication, without compromising NEC's brand as a teaching institution.

Provide professional development programs which nurture scholarship of varying scope and types.

Promote student involvement in undergraduate and graduate research and creative work, including involvement in faculty research projects.

Promote applied research as distinctive element of the graduate programs.

Provide professional development to faculty and staff to help achieve the College's commitment to experiential learning, engaged learning, co-curricular programs, studies away/studies abroad, and a range of academic-delivery models.

## **SUSTAINABLE GROWTH**

*The College will strengthen and secure its long-term viability through planned growth while improving and expanding facilities to enhance the teaching and learning process.*

### **To Achieve Optimal Undergraduate Enrollment of up to 2000 Students and Optimal Graduate Enrollment of at least 2000 Students, NEC will**

Ensure the strategic use of financial aid leveraging to maximize net tuition revenue and meet enrollment goals.

Refine the profile of the successful NEC student and develop metrics to identify and enroll prospective students meeting that profile.

Develop a distinctive first-year program to serve the needs of a diverse student population, providing the necessary support and academic challenge to promote successful transition to college life and learning.

### **To Identify and Capitalize on Areas of Potential Growth, NEC will**

Develop new income streams through the creation of programs and partnerships at the Henniker campus, Concord, and the region, including third-party marketing partners.

Identify new and diverse admissions markets, including possible international articulation agreements.

Increase pipeline/segmented marketing strategies for all programs to expand and shape our global, national, and regional markets.

### **To Maximize Campus Usage, NEC will**

Identify opportunities for curricular (e.g. low residency), continuing education, and hosted programs which optimize campus-facility usage year round.

Enhance, steward, and manage the buildings, infrastructure, and grounds of the College to embody its values and to support the educational experience.

Optimize undergraduate and graduate housing usage consistent with 12-month plan.

### **To Become Environmentally Focused, NEC will**

Develop and implement a Sustainability Master Plan that optimizes a sense of place, reflects engagement with the local community, promotes energy and conservation, and continuously reduces the campus's carbon footprint.

### **To Sustain Financial Viability, NEC will**

Increase permanent endowment by 25%.

Refine investment strategy to include a more diversified and balanced portfolio.

Leverage debt capacity to facilitate implementation of the Campus Facilities Plan.

Identify new funding sources on an ongoing basis to supplement revenues from tuition and student fees.

### **IMAGE AND REPUTATION**

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#### **To Accentuate Our Distinctiveness, NEC will**

Promote the College nationally so that we are known for our unparalleled commitment to personalized learning that is experiential and engaging in its application, integrated into our physical environment, and based on social entrepreneurship.

Achieve recognition on the President's Higher Education Community Service Honor Roll.

#### **To Achieve Recognition, Prestige, and Innovation, NEC will**

Continue to build a strong relationship with the Town of Henniker based on clearly identified programming that is beneficial to both.

Create the ability and capacity to host large internal and external audiences for the purposes of educational enrichment, artistic and cultural awareness and appreciation, and political forums and debates on a local, as well as national, scale.

Promote the College as one of the region's foremost political, educational centers, as well as one of the region's primary venues for gatherings that provide access for our citizens to the country's future leaders in government.

Build media partnerships that promote our students, faculty, alumni, and mission.

#### **To Secure Stakeholder Investment, NEC will**

Clearly and consistently communicate the College's vision and strategic objectives, as well as significantly increase its ability to reach and engage its external constituencies around the world.

Create a pool of undergraduate and graduate alumni and parent volunteers who can assist in the life of the college, along with its outreach and advancement initiatives.

Move engaged constituents to support the college philanthropically in the execution of its mission.

**To Build Confidence, Pride, and Recognition both Internally and Externally, NEC will**  
Clearly identify and consistently promote the College's brand in all media.

Develop and implement a comprehensive campus-wide communications and marketing master plan.

Market opportunities to all alumni for continuing academic enrichment and life-long learning

Build the next generation of presence on the World Wide Web that strengthens our brand and utilizes current and emerging social media to their fullest.

Apply the elements of our brand identity to create a visual and functional impact on the aesthetics of our campus.