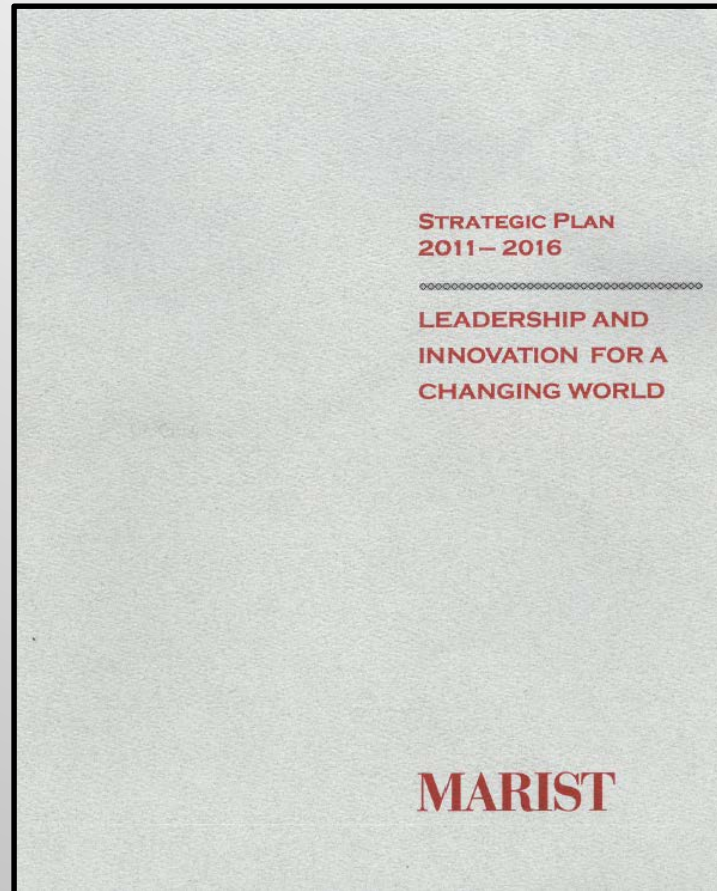


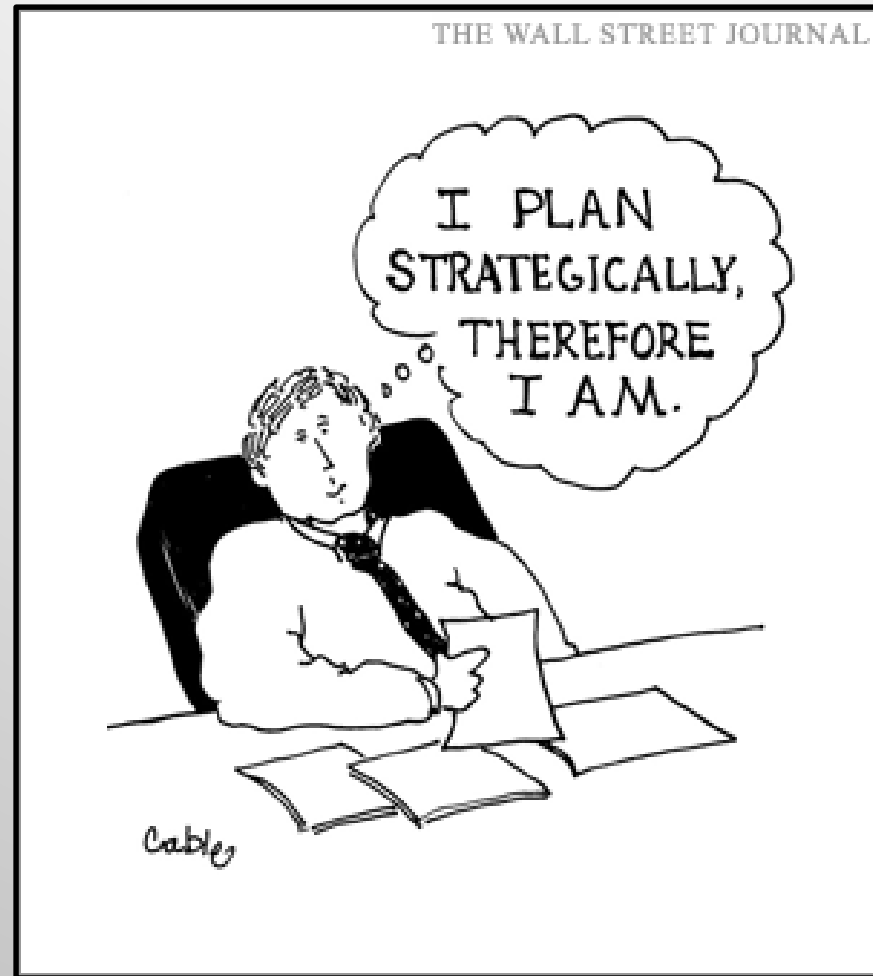
MARIST



2018-2023 Strategic Plan

Strategic Plan 2011- 2016
Leadership and Innovation For A Changing World





2018-2023 Strategic Planning Committee

Co-Chairs:

Geoff Brackett – Executive Vice President

Moira Fitzgibbons – Professor of English / Director, Core/ LS Program / Interim Assistant Dean

From the Faculty:

• *John (Jay) Bainbridge* – Associate Professor of Public Administration

• *Kristin Bayer* – Assistant Professor of History / Chair of the Academic Affairs Committee

• *Chris Bowser* – Part-time Faculty Member, School of Science

• *Neil Fitzgerald* – Associate Professor of Chemistry/ Assistant Dean of Science

• *Melissa Gaeke* - Director, Center for Civic Engagement & Leadership Development; Professional Lecturer in Political Science

• *Brian Haughey* – Assistant Professor of Finance/Director of the Investment Center

• *Kristin Jay* – Associate Professor, Psychology / Co-director, Cognitive Science Program

• *Carolyn Matheus '02/'02M* – Associate Professor of Information Systems

• *Elizabeth (Beth) Quinn '95/'95M* – Associate Professor of Psychology and Chair of the Faculty Affairs Committee

• *Karen Schrier* – Assistant Professor, Media Arts; Director, Games and Emerging Media

• *Elisa Woolridge* – Associate Professor of Chemistry

From the Deans' Council

• *Carolyn (Lyn) Lepre* – Dean, School of Communication and the Arts

• *Roger Norton* – Dean, School of Computer Science and Mathematics

From the Staff and Administration

• *Alyssa Gates* – Director, Student-Athlete Enhancement

• *Sean Kaylor '90* – Vice President of Enrollment Management

• *Margaret (Peggy) Kuck '90* – Director, Enterprise Solutions, Office of Information Technology

• *John Pecchia* – CFO/Vice President Business Affairs

• *Deborah Raikes-Colbert* – Associate Vice President of Human Resources

• *Luis (Lou) Santiago '98* – Director, Undergraduate Admission

• *Robin Torres '95M* – Assistant Dean of Student Engagement & Leadership

• *Sharone Wellington-deAnda '04* – Project Coordinator and Academic Advisor, School of Professional Programs

• *Thom Wermuth '84* – Vice President of Academic Affairs

• *Amy Woods '97* – Executive Director, Alumni Relations

From the Student Government Association

• *Brandon Heard* – President of the Student Body

From the Alumni/ae

• *Kelsey Donohue '13* – Press Aide, Office of the First Lady at The White House

• *Jerome Pickett '98* – SVP & Chief Security Officer, National Basketball Association

From the Board of Trustees

• *Steve Efron* – President and CEO of EfcO Products, Inc.

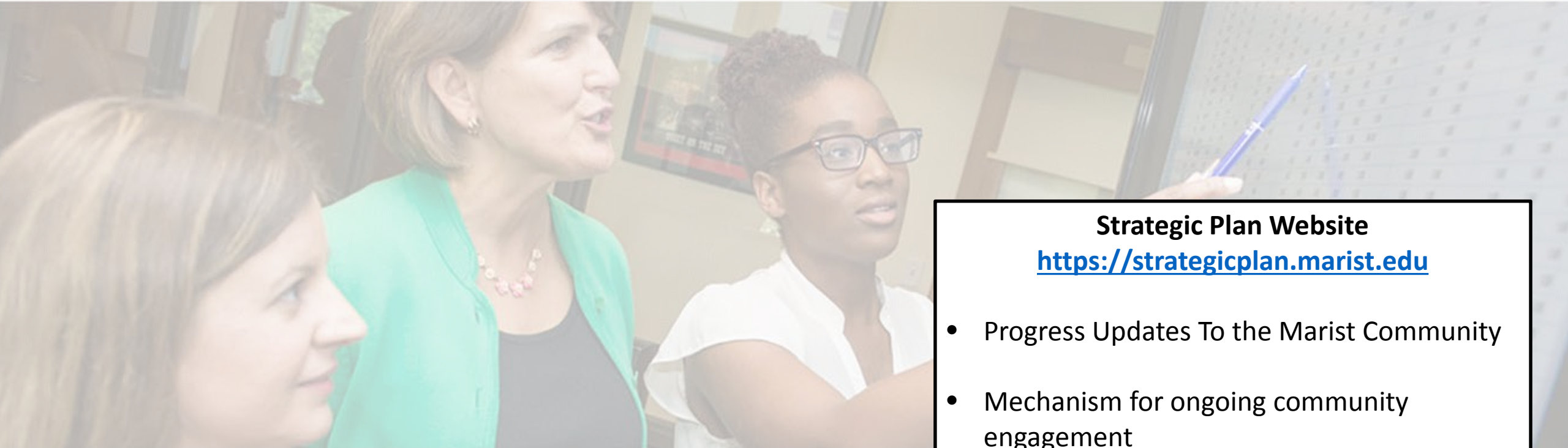
• *Susan Cohen* – Vice President, Corporate Technical Strategy, IBM Corporation

Direction for the future: 2018-2023 Strategic Plan

- ❖ **Fall 2016:** Analyze the higher education environment and assess our own successes and challenges.
- ❖ **Spring 2017:** Identify goals and initiatives that will serve our next plan.
- ❖ **Summer 2017:** Draft plan based on that work.
- ❖ **Fall 2017:** Review draft as a community before submitting it to the Board of Trustees at their November meeting.

President's Charge to the Committee

- ❖ **Student-centered approach**
- ❖ **Financial security and stability**, including areas of future growth (graduate programs, government and foundation grants, alumni fundraising, other sources of revenue, etc.)
- ❖ **Innovation** (new programs, new delivery methods, etc.)
- ❖ **Continued elevation of Marist's reputation**
- ❖ **Diversity**
- ❖ **Sustainability**



Strategic Plan Website

<https://strategicplan.marist.edu>

- Progress Updates To the Marist Community
- Mechanism for ongoing community engagement
- Location for shared Committee resources

Welcome >

Committee >

Schedule of Events >

Resources >

Historical Information >

Contact Us >

Strategic Plan 2018-2023

October 6, 2016

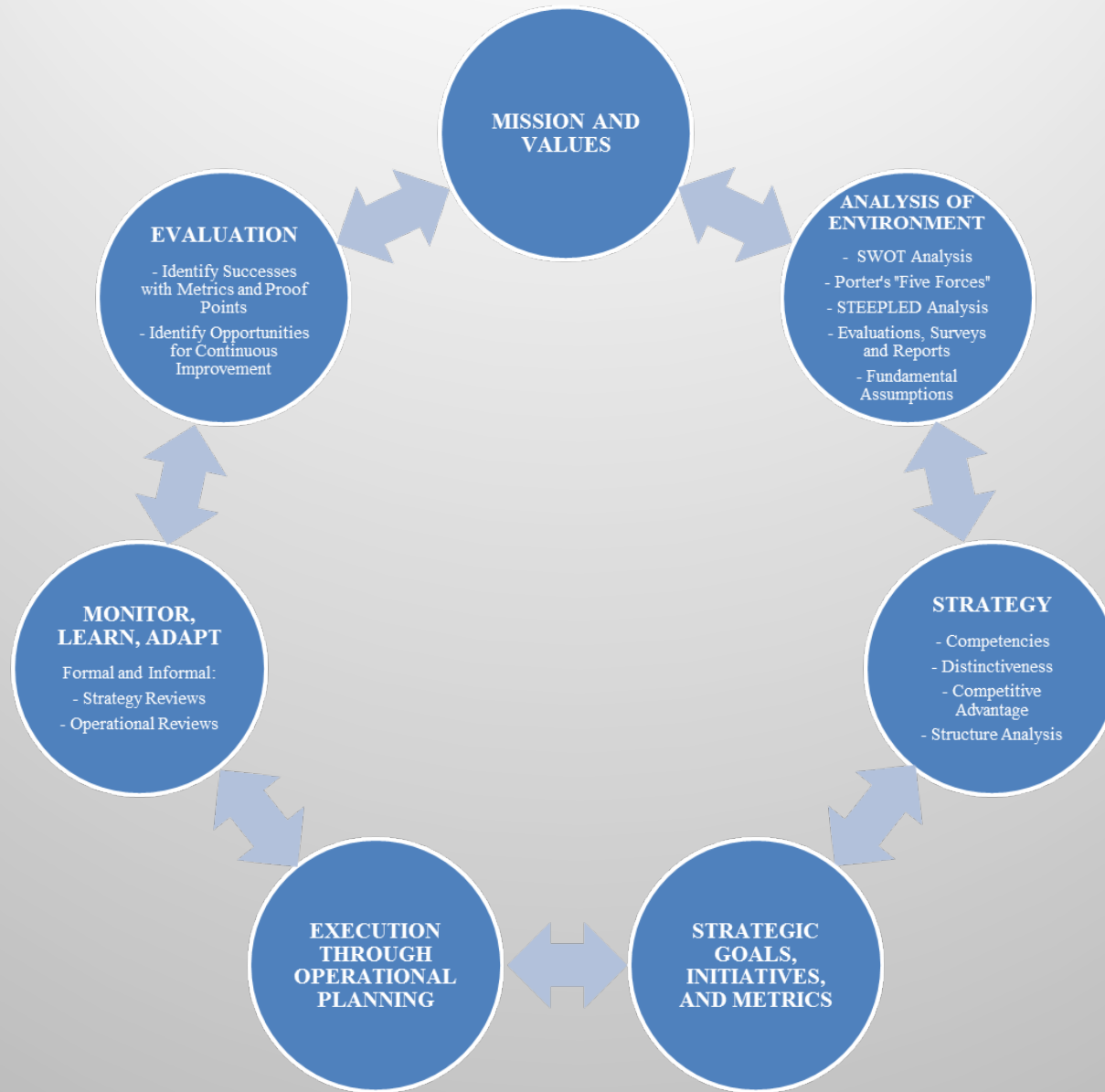
MEMORANDUM TO THE MARIST COLLEGE COMMUNITY

FROM: DAVID YELLEN, PRESIDENT

SUBJECT: 2018-2023 STRATEGIC PLAN

I am pleased to announce the formation of the 2018-2023 Strategic Planning Committee, which will guide the development of Marist's next five-year strategic plan. The

Strategic Plan 2018-2023: Planning Process





ANALYSIS OF ENVIRONMENT

- SWOT Analysis
- Porter's "Five Forces"
- STEEPLED Analysis
- Evaluations, Surveys, and Reports
 - Fundamental Assumptions

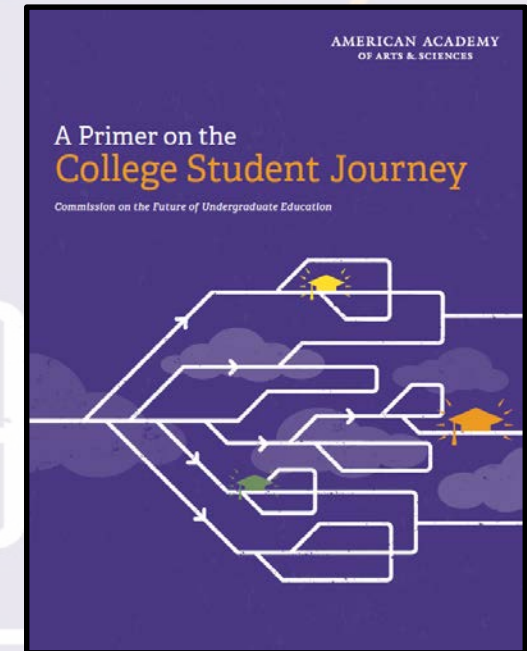
Analysis of Environment: Foundational Reading

- Intended to serve as a starting point for the process of strategic planning.
- Illustrate, from a variety of perspectives, many of the key issues impacting higher education.
- Not meant to be definitive or exhaustive
- Provide a minimum common ground for the "Environmental Scan" of higher education.

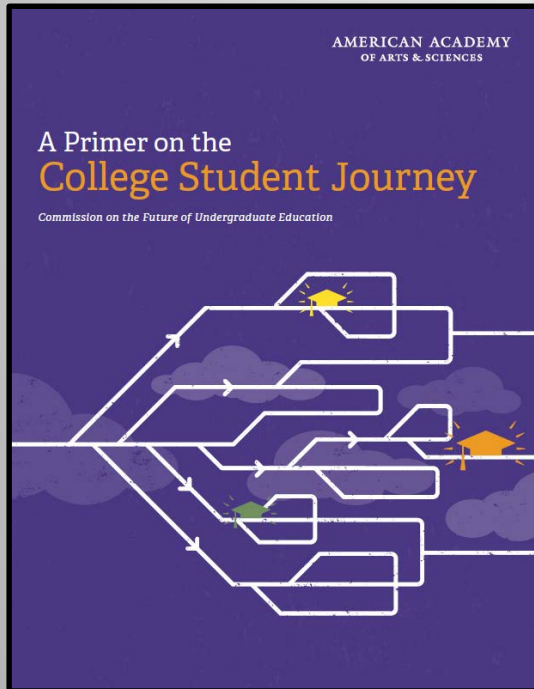
A Primer on the College Student Journey

A Primer on the College Student Journey

Through the framework of the student journey into, through, and beyond college, the Commission on the Future of Undergraduate Education details major trends in undergraduate education. As part of this report, the Commission identifies concerns such as the disparities in educational attainment associated with race and ethnicity, income level, and gender; affordability; and speed to degree attainment.



Strategic Planning Committee Takeaways



- To remain competitive, Marist must ensure its programs are distinctive.
- To keep pace with market demand, continue to innovate and speed process to launch new programs.

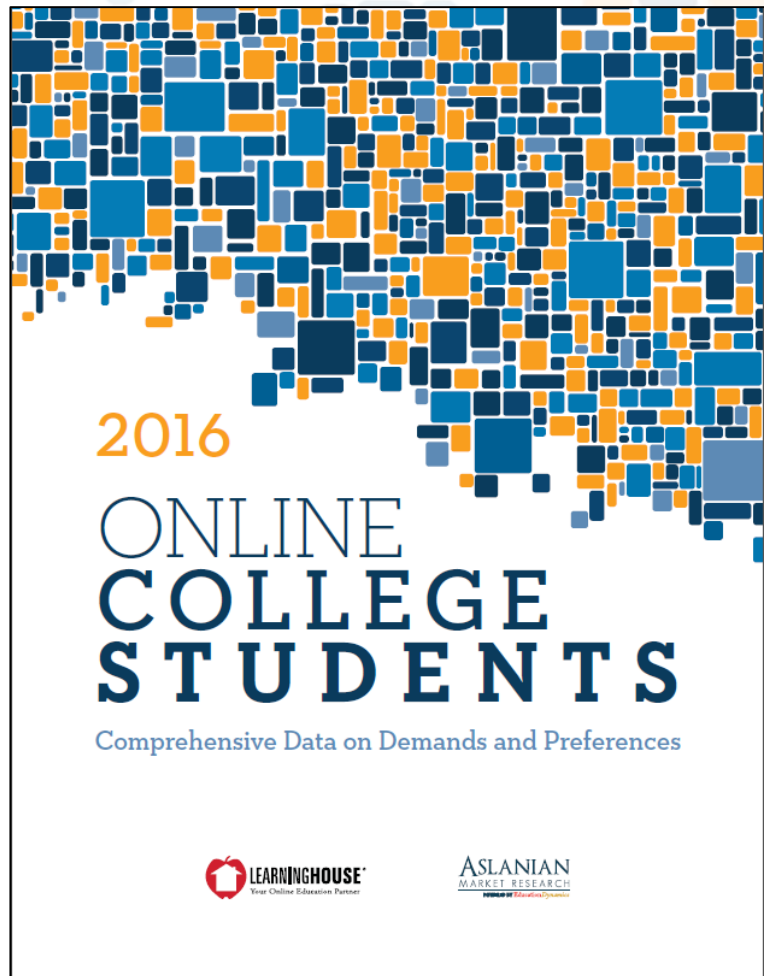


Key Trends in Graduate and Professional Education: Attracting Students in Changing Times
This report offers a compilation of articles which discuss admissions practices and strategies, shifts in the curriculum, diversity, and the impact of technology on Graduate & Professional Education.

Strategic Planning Committee Takeaways



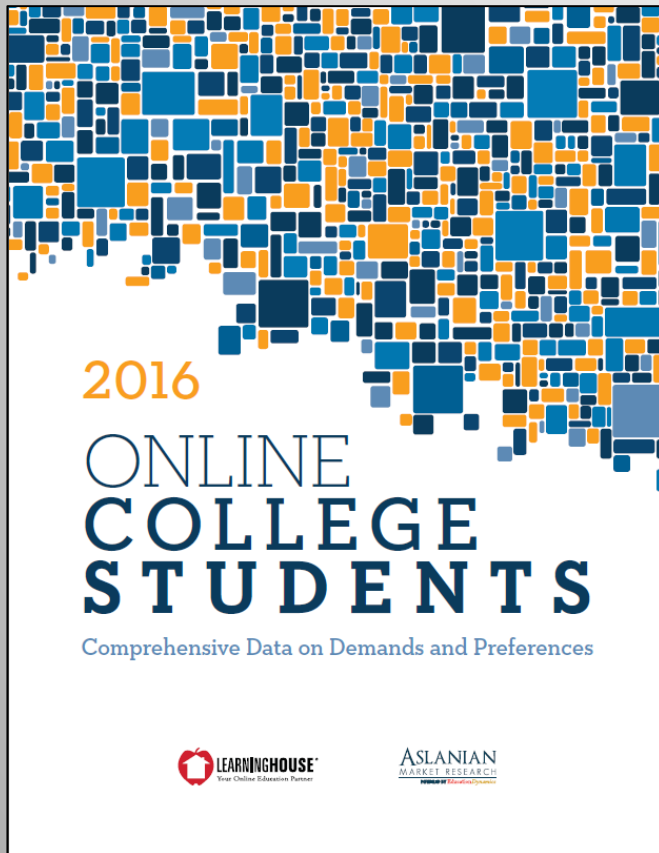
- New areas of opportunity exist in graduate and professional programs (geographic, programmatic, etc.)
- There is a growing need for campus support services for graduate and international student populations.



Online College Students 2016: Comprehensive Data on Demands and Preferences

In response to the trend of online education growth and the need for innovative degree offerings, The Learning House and Aslanian Market Research published a report on their fourth annual survey of 1,500 online college students representing prospective, current, and recently graduated online college students, at both the undergraduate and graduate level.

Strategic Planning Committee Takeaways



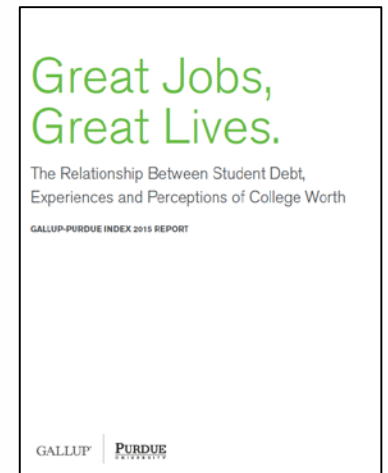
- Additional academic support services are needed to improve online retention rates.
- Continue to ensure quality of content and rigor of academic integrity.
- Translate campus culture and engagement experiences to the online platform– “The Marist Experience”.

Great Jobs, Great Lives. The Relationship Between Student Debt, Experiences and Perceptions of College Worth

Developed to serve as a complement to prominent ranking systems, Gallup and Purdue University developed a student-focused approach for evaluating their experiences at institutions of higher education in the U.S. Specifically, this report assesses alumni perceptions of their undergraduate experiences, how those experiences relate to their well-being and job quality later in life, and the effect of high student loan debt.

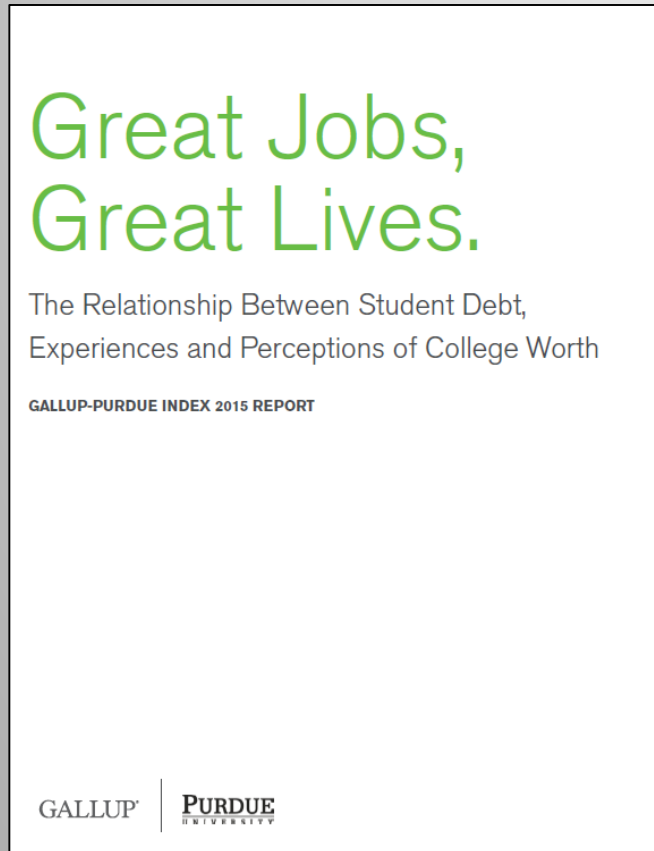
Great Jobs,
Great Lives.

The Relationship Between Student Debt,
Experiences and Perceptions of College Worth



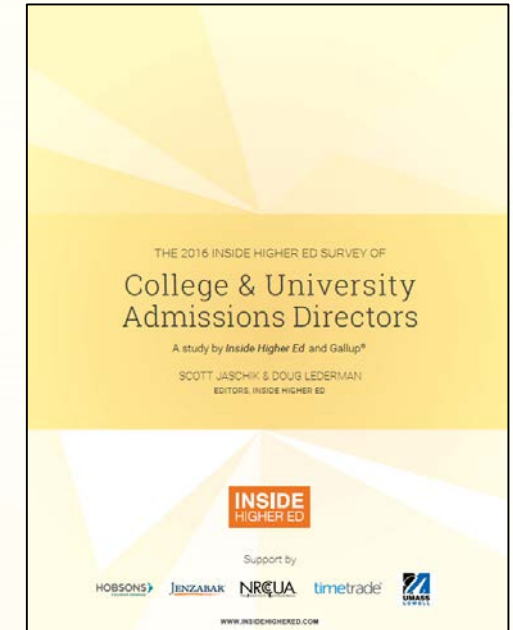
Strategic Planning Committee Takeaways

- Continue to find ways to expand learning activities beyond the classroom and into the community building on Marist's commitment to service.
- Create a continuous cycle of quality relationships where alumni, who have benefitted from mentorship themselves, return to Marist to become mentors to students with similar career goals.
- Continue to foster a culture of mentorship among faculty, staff, administrators, and students.



The 2016 Inside Higher Ed Survey of Colleges & University Admissions Directors

On behalf of Inside Higher Ed, the 2016 Gallup poll sought feedback on important questions about higher education admissions and recruiting policies and procedures, as perceived by leaders grappling with key issues including recruitment and education policies, admissions procedures, and financial aid.

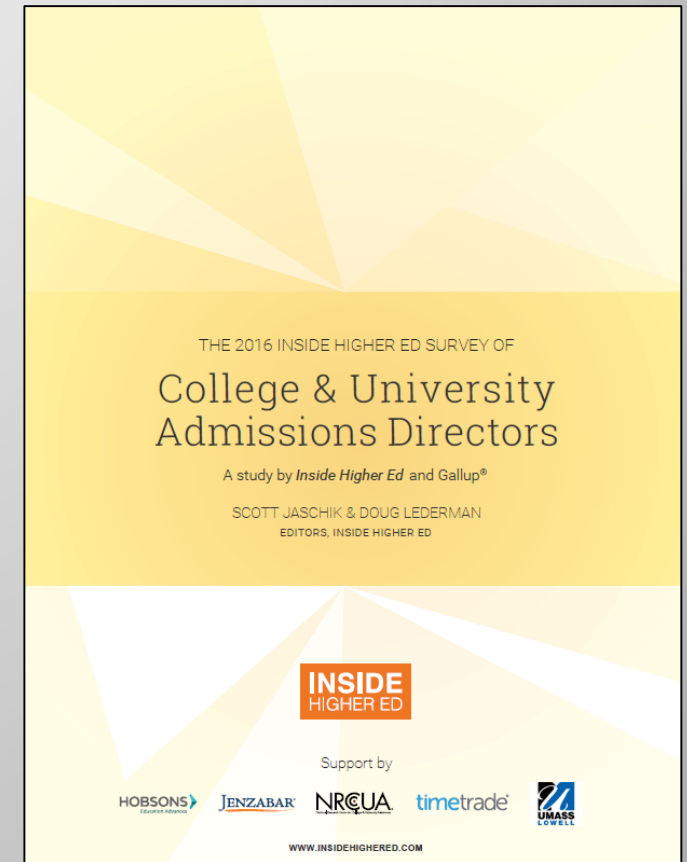


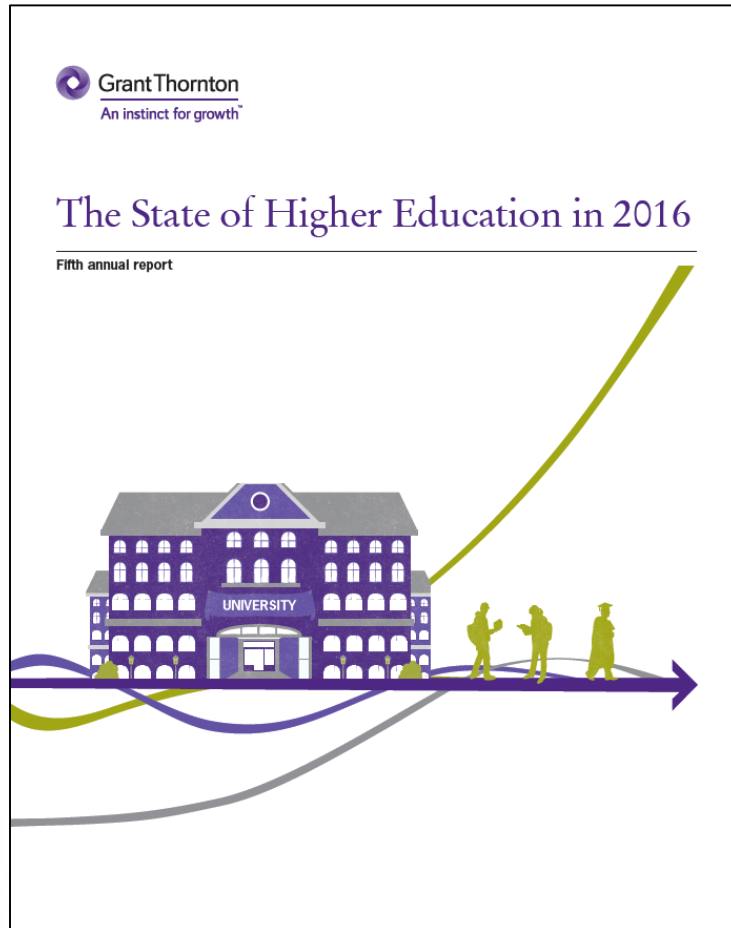
THE 2016 INSIDE HIGHER ED SURVEY OF
College & University
Admissions Directors

A study by *Inside Higher Ed* and Gallup®

Strategic Planning Committee Takeaways

- 59% of private institutions did not make their class.
- 87% of privates think they are losing applicants because of fear of debt.
- Better communicate the value of a liberal arts degree to parents and students.
- Investigate innovative degree models that produce value (speed to degree).



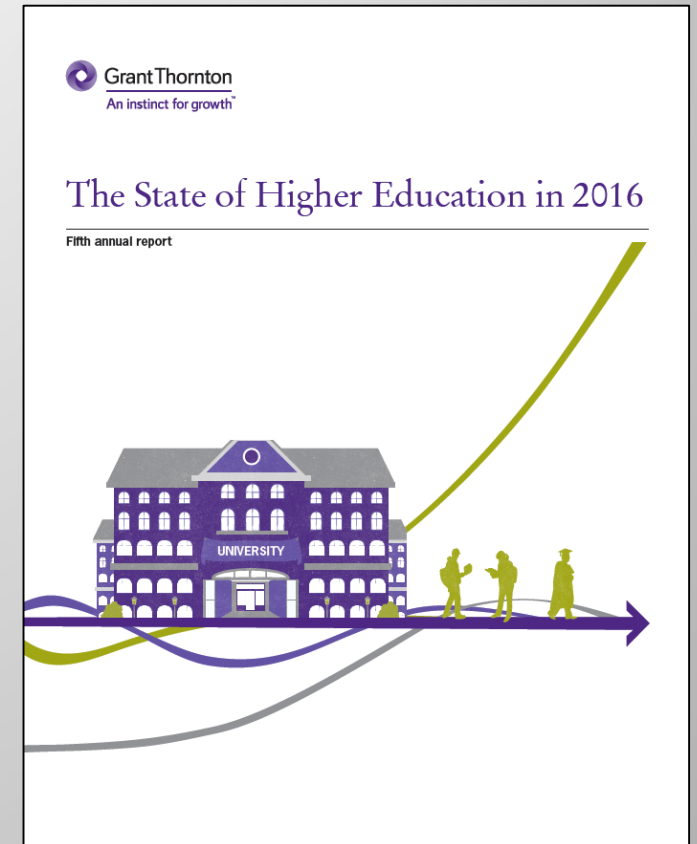


Grant Thornton State of Higher Education 2016

As a resource to higher education, Grant Thornton provides an annual report on the key industry development and challenges facing decision makers. Topics include setting and measuring key performance indicators, social responsibility and sustainability, benefit plans, data analytics, financial challenges, and engaging and creating transparency in communications with stakeholders.

Strategic Planning Committee Takeaways

- Data should inform decision making at all levels.
- To ensure a common understanding of institutional priorities, all groups on campus should be involved in planning and budgeting conversations.



Upcoming Events

Open Community Meetings:

November 16 & 21, 2016

School and Division Meetings:

November 29, 2016- January 31, 2017

Questions/Discussion