

Educating Today's Students for Tomorrow's Careers

A Strategic Plan for Champlain College

For Fiscal Years 2005-2009

Preface: Strategic Vision Grounded on Core Values

Champlain College embodies a unique history and character as an American institution of higher learning. From its roots as a 19th-century training school to today's 21st-century college, Champlain prepares students with *relevant* and *rigorous* academic programs for real-world *careers*. Throughout its 126-year history, the College has remained committed to student success through *student-centered* teaching and personalized services. This dedication to *the human touch* not only characterizes teaching and the overall student experience at the College, it lies at the heart of the loyalty, dedication and hard work of so many of its employees over the years.

In the late 20th century and into the 21st, Champlain College weathered economic storms, a rapidly changing and increasingly competitive higher education market, and significant demographic downturns in the Northeast to emerge as an *agile, entrepreneurial, fiscally responsible* and *market-savvy* organization that is recognized as a thriving college and successful business. Champlain is known for *technological expertise* (such as our ground-breaking online delivery of courses) and state-of-the-art educational programs. Now, through a growing *global* perspective and a unique blend of professional and liberal education, Champlain enters an era of programmatic *innovation*. It is this Champlain College, representing 19th-century Yankee pragmatism and commitment to the common good, mixed with 21st-century vision and drive, that is the subject of this strategic plan.

It is these Core Values of **relevance, academic rigor, career-orientation, student-centeredness, agility, entrepreneurship, market savvy, technological expertise, global perspective, innovation, fiscal responsibility** and **the human touch** that serve as the foundation of the strategic vision upon which this plan is constructed.

Strategic Vision

Champlain College endeavors to be a national leader in educating today's students to become skilled practitioners, effective professionals and global citizens. Champlain's agile and entrepreneurial approach to higher education uniquely blends technology leadership, market savvy, innovation and fiscal responsibility with a commitment to "the human touch." This distinctive approach permeates the delivery of relevant, student-centered and rigorous programs in business, applied technology and public service.

Strategic planning is not just about having a vision or proposing new ideas and innovative programs. It is predominantly about creating a blueprint for shaping our future. This blueprint obviously includes new directions that the College must take in order to thrive in the coming years, but it also, and just as importantly, includes initiatives and goals to ensure that we continue the work that has brought Champlain College so far forward over the last decade.

Several key drivers are both pushing and pulling Champlain into the near future. The fundamental challenge of the next five years will be to balance Champlain's proven ability to produce market-relevant programs that attract increasing numbers of highly qualified and motivated students with a core campus that has a limited capacity for growth. The strategic plan responds to this challenge in several ways. First, it envisions a thriving core campus that supports a sustainable and dynamic residential and commuter college community. Second, it proposes substantial growth in online niche markets both at the undergraduate and graduate levels. Third, it recommends consideration of other potential growth strategies during the next five years beyond the Burlington campus, such as new international programs and satellite campuses. Finally, the plan looks beyond the five-year horizon by recognizing the need to increase significantly the College's capacity to supplement tuition revenue with other revenue sources, particularly through endowment growth.

A tremendous amount of effort and imagination has gone into creating this strategic plan. We hope this effort has produced a document and process that will guide the College into a bright future. Let us remember the words of Dwight Eisenhower who, when asked about his successful planning and execution of the D-Day invasion, replied, "The plan is nothing. Planning is everything." This document is not meant to limit our imaginations or actions, but is to provide a firm institutional foundation for meeting the challenges and seizing the opportunities of the next five years.

Initiative I. Establish Champlain College as a national leader in educating students to become skilled practitioners, effective professionals and global citizens through innovative, state-of-the-art programs across the career spectrum.

Goal I.1: Develop and maintain state-of-the-art academic, student life and administrative programs that embody our Core Values, incorporate our Core Competencies and provide market-driven knowledge and skills (program competencies) to students at various stages of their careers (career-long learning).

Outcome I.1.a: Each year refine, implement and assess core and program competencies to ensure that the College's programs teach practical career skills and knowledge, professional competence, leadership and global citizenship.

Outcome I.1.b: During the 2004-2005 and 2005-2006 academic years, the Provost's Office will develop activities that promote an understanding and appreciation of the Core Values, Core Competencies and the concept of "career-long learning" among faculty, students and staff, and facilitate their incorporation into the day-to-day operations of the institution.

Outcome I.1.c: Continue to creatively integrate aspects of the traditional liberal arts into the curriculum, creating a new model of higher education that blends the best of professional and liberal education with global awareness.

Outcome I.1.d: Foster a forward-looking and creative attitude within the Champlain community that promotes the pursuit of new program opportunities and discovers innovative solutions to operational challenges.

Outcome I.1.e: Offer at least one new or enhanced bachelor degree program (focusing on online programs when appropriate) per year through the 2008-2009 academic year.

Outcome I.1.f: In conjunction with the opening of the student life complex, develop new and enhanced student life and residential life programming that integrates the Core Values and Core Competencies.

Goal I.2: Implement a comprehensive system of program research and development, timely new program implementation and responsible program life-cycle management that best leverages Champlain's expertise and mission and provides the greatest return on investment.

Outcome I.2.a: The Provost's Office will establish in academic year 2004-05 a data-driven process for program research, development and roll-out of academic, student-life and administrative programs to meet strategic enrollment targets.

Outcome I.2.b: Routine assessment and reporting activities will include measures for new program development and organizational innovation. (See Goal IV.1.)

Outcome I.2.c: Identify through annual assessment current degree programs to be expanded, updated, combined with other programs (as a concentration, cluster or minor) or eliminated.

Goal I.3: Expand market penetration in the online environment.

Outcome I.3.a: Build and sustain the “LEAD generation” process for online recruiting and admission.

Outcome I.3.b: Adapt selected additional current undergraduate programs from in-class to online delivery, primarily in accelerated formats.

Outcome I.3.c: Offer at least one new master degree program online per year through the 2008-2009 academic year, beginning with new program roll-outs in 2005-2006.

Outcome I.3.d: Determine how student life programming as well as administrative and financial policies and practices can and should support and *add value* to both online undergraduate and graduate programs.

Goal I.4: Explore the feasibility of innovative programs that integrate the College with business, government and community partners.

Outcome I.4.a: Implement the Vermont Global Trade Partnership located in the Global Business and Technology Center, which primarily involves the Vermont Department of Economic Development, the US Department of Commerce, the Lake Champlain Chamber of Commerce and the Vermont State Chamber of Commerce. Offset in-kind contributions (such as use of space or staff time) by securing external funding to support the initiative.

Outcome I.4.b: Continue efforts to develop an entrepreneurship and business development partnership involving the above-mentioned partners as well as the Small Business Administration and other agencies. Identify external funding to cover faculty coordination, student assistance and in-kind support.

Outcome I.4.c: Continue efforts to develop a virtual business incubator involving private sector partners as well as government entities. Identify external funding to cover faculty coordination, student assistance and in-kind support.

Outcome I.4.d: Develop a program and business plan with the goal of short-term financial self-sufficiency to determine the viability of co-op programs with specific business and other institutional partners.

Outcome I.4.e: Create an advisory group consisting of students, faculty, alumni and business professionals to research the viability of other types of partnerships, including those related to service learning.

Goal I.5: Examine the academic advising and support systems to determine the most effective and efficient means to provide appropriate student advising, counseling and tutoring.

Outcome I.5.a: Determine appropriate services necessary to address the diverse learning needs of residential, traditional and nontraditional commuter, online and international students.

Outcome I.5.b: Implement electronic student portfolios as a tool for advising and a means for integrating student information with the appropriate registration, advising and assessment systems.

Initiative II. Ensure that Champlain College thrives through robust, responsible and sustainable growth

Goal II.1: Develop a master plan for achieving sustainable enrollment (recruitment and retention) at the core campus in Burlington, online, internationally and in other non-traditional academic programs based on the following enrollment targets:

	UNDERGRADUATE ENROLLMENT			GRADUATE
Year	Burlington Campus FT (Residential & Commuter)	PT-Commuter Credit Hours	Online Credit Hours	Online Credit Hours
FY04	1708	2210	1899	685
FY05	1715	1955	2204	856
FY06	1765	1615	2452	1713
FY07	1820	1445	2701	2569
FY08	1850	1445	2865	3425

FY '04 figures are actuals; all others are projections.

Outcome II.1.a: Determine classroom, office, lab, housing and other infrastructure capacity needed to support projected enrollments.

Outcome II.1.b: Set enrollment goals (linked to major-specific program planning) for Chittenden County and Vermont residential and commuter students (including technical school and other cooperative agreements); for regional, national and international students living on or off campus (including transfer students from non-articulated programs or students from programs with articulation agreements); and for corporate partnerships.

Outcome II.1.c: Contract for enrollment consultation (for example Noel–Levitz), purchasing of prospect lists and other reasonable activities associated with increasing the full-time, on-campus applicant pool.

Outcome II.1.d: Devise and routinely assess admission standards appropriate to each category of student admissions (for example, regular core program, international students in Burlington, honors or students with significant life/work experience).

Outcome II.1.e: Successfully market the “bottom-line” value of a Champlain education.

Outcome II.1.f: Maximize the capacity of the core campus to support enrollment growth through accelerated degree options (three-year BS, trimester, etc.), “hybrid”¹ offerings, semester abroad and summer course offerings.

¹ “Hybrid” in this context means either a) individual courses that meet multiple times during the week, sometimes online and sometimes in class, or b) programs that are online, international, or otherwise off-campus (co-ops for instance) one or more semesters and on campus otherwise. The idea of the hybrid is to free up class and housing space on-campus while retaining revenue-generating students.

Outcome II.1.g: Develop program-specific recruiting activities that effectively involve faculty, program directors and students.

Outcome II.1.h: Sustain first-to-second-year student retention of 80% (based on a three-year running average) through both student life and academic support services that enhance and expand student engagement.

Outcome II 1.i: Explore career-long educational programs for both individual and corporate (private and governmental) clients. Study the feasibility of and develop business plans for customer specific certificate and other degree programs on-site, on-campus and online; custom course and/or program design and execution; corporate summer conferences and workshops; and/or cohort-driven certificate, degree and degree-completion programs. These programs should be financially self-sustaining after one full year of operation.

Goal II.2: Establish a strategic plan for international campuses.

Outcome II.2.a: Develop international campus programs that capitalize on core-campus strengths, particularly with respect to curriculum development (based on core and program competencies), modes of instruction, modes of assessment and professional development of Burlington faculty and staff.

Outcomes II.2.b: Develop guidelines for assessing desirable markets based on consideration of return on investment and risk; appropriate modes of delivery (online, traditional classroom, cohort or hybrid); recruitment and retention targets; appropriate tuition and fee structures for optimum revenue generation; and determination of the human resource and fiscal impact on the core campus.

Goal II.3: Determine ways to expand programming in Burlington with assets beyond the current core campus.

Outcome II.3.a: Investigate satellite housing, office, and classroom space (space that lies beyond the existing footprint of the core campus) that supports current and emerging programs of the core campus.

Initiative III. Cultivate Champlain College’s human, social, physical and financial capital

Goal III.1: Cultivate an environment and create systems that support a productive and fulfilling workplace.

Outcome III.1.a: Develop recommendations to enhance productivity and satisfaction of high performing employees based on a comprehensive study (performed in conjunction with an outside consultant) of the following elements of human resource systems and policies:

1. Organizational structure and roles,
2. Performance evaluation and incentive systems,
3. Policy communication,
4. Leadership and professional development,
5. Hiring and dismissal practices and retention strategies, and
6. Succession planning.

Outcome III.1.b: Consult with Human Resources, Academic Affairs and part-time faculty representatives to enhance the hiring, training, mentoring and evaluation systems for part-time faculty.

Goal III.2: Actively engage individuals and institutions outside of the immediate College community to increase goodwill.

Outcome III. 2.a: Sustain the broad base of support (both financial and personal) among business and community partners through advisory boards, other academic initiatives with corporate partners, and participation by Champlain employees in business and community organizations and agencies. (See Goal I.4.)

Outcome III.2.b: The Development Office will develop a plan to expand alumni relations.

Outcome III.2.c: The Board of Trustees will develop a plan to expand Trustee participation in the life of the College through activities such as mentoring, teaching or membership on advisory boards.

Outcome III.2.d: Explore the means to increase goodwill among the College’s neighbors and friends.

Goal III.3: Develop a formal master facilities plan to address the following outcomes:

Outcome III.3.a: Perform a comprehensive study of classroom and office space to support the strategic plan.

Outcome III.3.b: Renovate the existing Cannon property and complete a feasibility study for an addition to the existing Cannon property for use as administrative space (external affairs offices such as Development, President’s Office and Admissions). Eventually renovate Cushing to change back from residential to office space.

Outcome III.3.c: Determine the feasibility and timing of renovating or constructing new facilities on College property, including the following:

1. Renovation of the Cushing building
2. Renovation of the existing Smith house
3. New construction on the Smith property

Outcome III.3.d: Determine the feasibility of purchasing and renovating as a residence hall other properties in proximity to the campus core that meet the requirements of the City Agreement for student residences.

Outcome III.3.e: Investigate the fiscal and physical ramifications of:

1. Supplementing the capacity of the core campus through, for example, offsite leases or public-private partnerships;
2. Buying and building within the core “footprint”;
1. Developing the next City Agreement;
4. Establishing satellite campus site(s) within the Burlington area for upper-class students or particular programs;
5. Establishing satellite campus site(s) outside the Burlington area for stand-alone or online-supported programs for residential and commuter students.

Outcome III.3.f: Review and revise policies, procedures and staffing for use of Champlain facilities for special events involving both internal and outside groups, including consideration of:

1. A centralized system for event planning and management,
2. Facilities and equipment scheduling,
3. A common College calendar,
4. Fee schedules (including *gratis* use policy).

Goal III.4: Appropriately maintain the core campus’ physical plant and institutional infrastructure to enhance its use and sustainability.

Outcome III.4.a: Determine the appropriate base budget for maintaining current facilities and achievement of reasonable ADA compliance for each of the next five years and project incremental maintenance costs of additional buildings.

Outcome III.4.b: Determine the appropriate base budget for upgrading and replacing technology for each of the next five years, and project the incremental costs (including academic support) of program growth and evolution.

Outcome III.4.c: Develop a schedule and budget for renovating residence halls so that all residential buildings have a complete renovation every 30 years.

Outcome III.4.d: Develop a schedule and budget for major renovation of facilities other than residence halls.

Outcome III.4.e: Adequately plan for increased depreciation and operational costs related to physical plant growth.

Goal III.5: Include a reinvestment fund in each fiscal-year equivalent to ten percent of the total budget to resource new institutional initiatives and capital improvements.

Goal III.6: Investigate and pursue appropriate non-tuition revenue sources (endowment, grants, other fees).

Outcome III.6.a: The Trustees and administration will establish priorities and set goals for endowment development and allocation.

Outcome III.6.b: The Provost's Office and the Development Office will jointly establish priorities and set goals for pursuing grants as well as endowment and gifts from business and community sources for academic and student-life projects.

Outcome III.6.c: Staff the Development Office to meet new endowment and other development targets.

Outcome III.6.d: The administration will study the viability of ancillary profit centers (such as Putnam and e-Solutions).

Goal III.7: In consultation with appropriate experts, the Trustees will consider the College's tuition structure by considering the following questions:

1. Can we raise tuition given current family income levels?
2. Should we sustain six-percent increases in tuition and fees?
3. By what amount should the annual fund and interest from targeted endowment increase in order to subsidize the annual operating fund?
4. Should we consider target discounting to attract specific student cohorts?
5. Should we charge different rates of tuition for specific types of programs (for example, different tuition for master programs or full-time online)?

Initiative IV. Implement a comprehensive institutional effectiveness system to enhance the quality of Champlain College's academic, student-life and administrative programs

Outcome IV.1.a: Develop integrated assessment processes for academic, student life and administrative departments and the Board of Trustees that ensure:

1. External constituencies are consulted to determine best practices for administrative operations and to maintain a current inventory of the skills, strategies and dispositions that our students need to be competitive in the job market and successful in their careers.
2. Departments have integrated the College's Core Values and student Core Competencies wherever appropriate and consistent with the mission of the department.
3. Customer service is assessed not only against the traditional metrics associated with satisfaction, effectiveness and efficiency, but also for its consistency with Champlain's "human touch" Core Value.
4. Systems are in place to identify and use relevant metrics to evaluate each job's outcomes, including how each individual and department contributes to the College's strategic plan.
5. Technology supports academic, student life and administrative departments.
6. Comprehensive periodic reviews support the College's institutional accreditation efforts.

Outcome IV.1.b: Provide real-time access to quality and effectiveness indicators important to each academic program and administrative/support department through a system of web-based "dashboard" indicators.

Outcome IV.1.c: Research quality indicators being used by other higher education institutions and productive businesses and determine the appropriate times and ways to use nationally normed instruments, including institutional level performance goals.

Outcome IV.1.d: The Provost's office will establish, manage and staff an institutional research, planning and assessment system.

Goal IV.2: Ensure the integrity and quality of institutional data gathering, storage and dissemination for the purposes of quality assurance, assessing student achievement, process improvement, marketing, public relations and communication (internal and external).

Outcome IV.2.a: By June 2005, draft a proposal to senior management recommending and describing the implementation of a central research function. The proposal will describe in detail how to ensure that we consistently use proven and valid research methodologies, data is disseminated to the appropriate people and groups, warehoused data is valid and up-to-date, constituents are not over-surveyed and data is available to be used strategically.

Initiative V. Build and capitalize on Champlain College's image and reputation

Goal V.1: Define our image.

Outcome V.1.a: The administration will annually publicize to the campus community a report that encapsulates the College's image. This report should inform marketing efforts, public relations and other internal and external communications as appropriate.

Goal V.2: Assess our image.

Outcome V.2.a: Annually monitor the perception of and response to the College's image among all constituencies, internal and external, in coordination with institutional effectiveness measures.

Outcome V.2.b: Beginning in Fall 2004, the College's Marketing Department will maintain an updated inventory that summarizes all results of surveys, focus group findings, reports and other measures that provide feedback about our image. This inventory will include an analysis that identifies any gaps in coverage, as well as any inconsistency between desired and perceived image within a particular constituency.

Goal V.3: Articulate our image.

Outcome V.3.a: The Marketing Department will make available image-related materials and information for routine use by all departments in their internal and external communications, including an up-to-date, web-based collection of information, images and stories relating to Champlain.

Outcome V.3.b: Identify ways to showcase Champlain's multifaceted educational opportunities encompassing career-long learning, Core Competencies, pervasive technology and community-oriented service learning.

Outcome V.3.c: Develop a broader network of individuals who effectively articulate our image by including Champlain alumni, employers, community leaders, advisory boards and internship partners.

Outcome V.3.d: Examine and refine public relations policies and procedures to expand Champlain's positive media coverage.

Outcome V.3.e: Incorporate student-generated traditions and school pride into image and marketing.

Goal V.4: Ensure integrity of the College's image with its mission, infrastructure, organization and culture.

Outcome V.4.a: Incorporate the Core Values, Core Competencies and the concept of career-long learning into the day-to-day functions of the College.

Outcome V.4.b: Consciously address our past reputation as the “Invisible College” by capitalizing on our physical campus, including improved signage.

Outcome V.4.c: Capitalize on the unique juxtaposition of our geographical location and our global reach by increasing public awareness of our international programs and activities as well as the role of a global perspective in our curriculum.

Outcome V.4.d: Promote campus outreach activities that reinforce Champlain’s image as a “responsible partner” with area business, social service and educational organizations (both for for-profit and not-for-profit).

Outcome V.4.e: Showcase programs and individuals who practice technological innovation, break traditional barriers to technology access and who effectively and creatively incorporate technology in education.

Outcome V.4.f: Ensure that technology supports all our programs and administrative areas appropriately. Balance the College's technology image with other areas to ensure that our technology image truly integrates with programs and activities that are not generally perceived as technology based.

Outcome V.4.g: Expand upon Champlain College’s reputation and experience in career enhancement, advancement and change by emphasizing the career-long learning concept in developing and marketing new academic programs.

Outcome V.4.h: Create formal connections to our past through people, traditions and institutional history.

Initiative VI. Create a Culture of Engagement that enriches learning through collaboration among students, faculty, staff, trustees and the greater community

Goal VI.1: Refine and communicate Champlain’s vision for Engagement.

Outcome VI.1.a: Develop an academic vision and process for implementation of the Engagement model founded on the engagement elements of the 2004-06 faculty contract.

Outcome VI.1.b: Determine the model of engagement appropriate to each category of student based on data describing student expectations and behaviors (gathered from periodic assessment activities as well as surveys, focus group findings and appropriate reports). Develop guidelines that are shared with student life, academic and administrative groups.

Outcome VI.1.c: Develop a parallel, integrated staff Engagement model.

Goal VI.2: Increase and enhance out-of-classroom interaction among students, faculty, staff, trustees and the greater community.

Outcome VI.2.a: Develop a plan for engaging students and their families from initial admissions contact through graduation and beyond. For example, review and revise orientation and parent programs to foster engagement; bring faculty into residence halls; enhance connections between head residents and other College employees; encourage and support development of student business ventures that reflect Core Values.

Outcome VI.2.b: Foster the development of faculty-student teams to work on external, out-of-class projects and partnerships on behalf of business and community organizations. Capitalize on the community connections made possible through interaction with our Trustees.

Outcome VI.2.c: Provide and promote expanded opportunities for civic engagement, community service and service learning. Encourage all programs and majors to have a “community connection.”

Outcome VI.2.d: Provide physical spaces for employees that encourage extensive and supportive interaction among students, faculty and staff; establish clear expectations for faculty-student (and staff-student) communication that meet current student expectations; and provide resources and training as needed.

Outcome VI.2.e: Support student-led efforts to create and use contemporary and meaningful symbols and establish new traditions that encourage pride in their college.

Goal VI.3: Ensure that all College programs reflect the Engagement model by incorporating Core Values and Core Competencies in innovative ways.

Outcome VI.3.a: All academic and student life programs should demonstrate how they incorporate and teach the Core Values and Core Competencies.

Outcome VI.3.b: Program assessment, budgets and resource requests consider the program's relevance to Core Values and Core Competencies, participation level, relevance to student engagement and connection to the larger community.

Outcome VI.3.c: Departmental directors, in the context of annual goal setting and evaluation, will develop initiatives for their departments that are consistent with and promote Core Values and Competencies and encourage employees to tie their individual professional development goals to the Core Values and Core Competencies.

Outcome VI.3.d: Promote the intentional building of community—a secure and respectful climate for learning, understanding and caring—through celebrating the College's history, promoting open dialogue, facilitating faculty–staff–student exchanges and sponsoring cross-disciplinary events.

Outcome VI.3.e: Report on the feasibility of establishing an advisory group for student life and academic affairs that includes students, parents and College employees.

Outcome VI.3.f: Increase student leadership opportunities in both student life and academic programs; provide resources for and recognition of leadership activities.

Goal VI.4: Embrace and support mentoring among faculty (full- and part-time), staff, students and alumni.

Outcome VI.4.a: Provide student, faculty and staff training in mentoring skills as needed to implement the Engagement model.

Outcome VI.4.b: Determine the need for staff mentoring programs to enhance operations and achievement of institutional goals.

Outcome VI.4.c: Determine the feasibility and utility of creating a database to identify areas of common interest among faculty, staff, students and alumni from which to develop informal learning opportunities.

Outcome VI.4.d: Continue to expand the teaching and learning center for the enhancement of learning through engagement.

Initiative VII. Foster effective internal communication

Goal VII.1: Design and implement integrated systems that facilitate campus-wide communications and enable horizontal interaction of workgroups and workflows.

Outcome VII.1.a: Assign clear responsibility for currency and dissemination of particular institutional information (for example, curriculum changes) and determine the most effective means of communicating this information with all College constituencies.

Outcome VII.1.b: Capitalize on the new web-based Datatel system to create access to information and develop effective mass communication systems, particularly for students and adjunct faculty.

Outcome VII.1.c: Create policy, training, and implementation and assessment protocols for use of campus communication tools and systems (such as email, telephone and Outlook).

Outcome VII.1.d: Study workflow processes (initially using the Datatel work teams) to assess and, where appropriate, redesign procedures to achieve the most efficient and effective workflows using Datatel tools. Take horizontal and vertical communication into account in designing procedures.

Outcome VII.1.e: Ensure the dissemination of policies and procedures through orientation, training and professional development.

Goal VII.2: Allocate and design workspaces that facilitate formal and informal communication.

Goal VII.3: Create and share models for collaboration that increase creativity, commitment and productivity.