

N O T R E D A M E C O L L E G E

STRATEGIC PLAN

2017-2022



NOTRE DAME
COLLEGE

EVERY STUDENT IS OUR MOST IMPORTANT STUDENT

MESSAGE FROM THE PRESIDENT



Notre Dame College, a Catholic institution in the tradition of the Sisters of Notre Dame, educates a diverse population in the liberal arts for personal, professional and global responsibility. The College provides a mission-centered, career-focused liberal arts education that prepares students for success in their chosen field. At Notre Dame College, every student is

our most important student. Our emphasis on caring, personalized attention combined with a values-based curriculum and focus on service- and community-based learning works to develop and transform our students. Our focus on student-centered learning, both in the classroom and in co-curricular activities, encourages students to find their life's purpose and to make meaningful contributions to their professions and to their community.

While much has changed since 1922 when the Sisters of Notre Dame founded our College, our mission, core values and traditions still continue to guide our curriculum and our approach to teaching and learning. Our core curriculum emphasizes critical thinking, inquiry, communication, global learning and ethical decision-making; combined with the rigorous and relevant curriculum in our majors of study it prepares our students for the world of work and civic involvement. From a total enrollment of 1,390 students in 2006 to 2,200 today, the College has grown in size and in service to students and the community.

Notre Dame has deep roots in its various communities, and is an economic driver for the City of South Euclid as its largest employer. The College is a valued partner in many civic and cultural activities. We proudly engage and service students, alumni, parents, faculty, staff and friends and supporters of the college. Our connection to the community is evident in the classroom and co-curricular activities that aim to serve those in need and to improve local and global conditions. Whether it is through Habitat for Humanity, immersion trips to Guatemala, environmental stewardship and sustainability efforts, peer tutoring, preparing taxes for low income residents, visiting residents at nursing homes, and/or helping elementary students to improve their reading, every student has an opportunity to serve their community.

Our Board of Trustees guides the College in our mission with an approach that requires fiscal responsibility, effective stewardship of resources, communication and transparency. Board members are actively involved in improving the College by providing their expertise, connecting the college to the community and through philanthropic contributions. Our Board of Trustees practices enlightened risk-taking, and realizes that service to our students is part of the Notre Dame College culture and must never be compromised.

The College is alive with a variety of clubs and organizations that enrich the overall student experience and encourage leadership development. Performing arts programs, academic clubs, social activities, intramurals and fitness programs, and intellectual and cultural pursuits provide every student ample opportunities to be involved on campus.

For the serious student-athlete, the College has 25 sports teams for men and women and is a member of the NCAA Division II Mountain East Conference. Notre Dame strictly adheres to the NCAA "Life in the Balance" philosophy, recognizing that every student-athlete is a student first and an athlete second.

As a campus community, we have made remarkable achievements and will continue our progress as we strengthen and improve the college. Focusing on the following five essential elements are at the root of our strategic plan:

- We will continue to recruit students, improve the retention and persistence of our students and improve our graduation rates;
- We will drive innovation inside and outside the classroom;
- We will increase the number of students and their success rate at the Finn Center for Graduate, Adult and Online Education;
- We will improve our fundraising and development activities;
- We will prepare our students for life after Notre Dame College.

I extend my thanks to everyone who is part of the Notre Dame College family. By continuing to work together, we will maintain our unwavering commitment to change the lives of every one of our students as they in turn, individually and collectively, change their worlds.

COLLEGE



NOTRE DAME
COLLEGE

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ABOUT NOTRE DAME COLLEGE

Founded in 1922 by the Sisters of Notre Dame, Notre Dame College is committed to educating a diverse population in the liberal arts for personal, professional, and global responsibility. Originally established as an institution for women, the College began accepting men as full-time students in 2001.

Since then, Notre Dame College has grown strategically to keep pace with the rapidly changing needs of students and the dramatic changes in higher education. But it has never lost sight of its emphasis on teaching students not only how to make a good living but also how to live a good life. The College believes that truly progressive education selectively blends traditional values with new ideas that represent real growth. Within the scope of a career-oriented liberal arts education, students can grow to meet the challenges of the present and the future.

Since the acceptance of male students in 2001, Notre Dame has seen significant growth. The College's full-time enrollment has grown by more than 325%, with current enrollment at more than 2,200 students. Minorities make up more than one-fourth of Notre Dame's student population, making the College one

of the most diverse colleges in Ohio. Students come from many countries and many states in our own country. More than 240 employees work to support the College's mission of educating students for personal, professional, and global responsibility.

The College's 56 full-time faculty members are dedicated to student success; our small class sizes offer personalized attention. More than half of the faculty members hold terminal degrees in their subject areas from more than 30 universities in the United States, Canada, and Europe.

Notre Dame offers majors in nearly 30 disciplines with classes available both online and on its campus in South Euclid, Ohio. The College confers associate, bachelor, and master degrees through its seven academic divisions:





- **Business Administration:**
Accounting, Finance, Human Resources Development, Information Systems, International Business, Management, Sports Management, Marketing
- **Arts & Humanities:**
Communication, English, Graphic Communication, Graphic Design, History, Center for Intelligence Studies, Criminal Justice, Pre-Law English, Pre-Law History, Public Administration, Public Relations, Studio Art
- **Nursing**
- **Education:**
Early Childhood (pre-K through grade 3), Middle Childhood (grades 4 through 9), Adolescent/Young Adult (grades 7 through 12), Mild Moderate Intervention Specialist
- **Science & Mathematics:**
Biology with concentrations in exercise science, comprehensive biology, and ecology/ environmental science, Chemistry, Binary Program in Engineering, Environmental Science, Mathematics, Psychology, including pre-professional preparation for medicine, pharmacy, dentistry, optometry, physician's assistant, veterinary and physical therapy.
- **Special Programs:**
Teacher Education Evening Licensure (TEEL), and Binary Program in Engineering
- **Interdisciplinary Programs:**
Graphic Communications (Art/Communication), Public Administration (History/Political Science), Public Relations (Communications/Business), and Individually Designed Majors

A signature program at Notre Dame is the Academic Support Center for Students with Learning Differences (ASC). Founded in 2005, this program assists students who have been traditionally underserved in post-secondary education: those with documented disabilities, such as ADHD, Dyslexia, and Autism Spectrum Disorder. While working on their degrees at Notre Dame, ASC students have access to academic and social support, as well as enhanced career services and specialized adaptive equipment. These resources fortify students for success in college and as young professionals after graduation. The ASC has been recognized nationally by Milestones Autism Resources, the International Dyslexia Association, and the Learning Disabilities Foundation of America for its efforts in educating students.

A variety of clubs and activities enrich the overall experience of the students. The Campus Ministry program promotes the spiritual growth of the College community and facilitates community service, retreats, liturgy, and more. Award-winning service programs provide students with service opportunities at local charities and with national programs, such as Habitat for Humanity.

The College's beautiful 48-acre wooded campus is located in South Euclid, Ohio. During the last few years, major improvements have been made to the campus.

Notre Dame men and women participate on 25 intercollegiate sports teams. Sixteen compete in the NCAA Division II Mountain East Conference and the rest compete as independents. Students come to the College to learn and to compete from around the corner and around the world. The student body represents students from numerous countries and states. These students bring not only athletic talent to the playing fields, they also provide for a wonderful cultural exchange in the classroom and on campus among their peers.

NOTRE DAME COLLEGE STRATEGIC PLAN 2017-2022

Strategic Planning Process

As the first step in creating this Strategic Plan, the College's leadership team developed a "Strategic Thoughts/Strategic Questions Document."

The document reviewed the progress made in implementing the previous Strategic Plan and laid the groundwork for the current plan.

Highlights of the strategic planning process: The Strategic Thoughts document called for the Institutional Policy and Planning Committee (IPPC) to shepherd the strategic planning process. Working groups led by members of the IPPC convened listening sessions to collect comments on the document. Information and files were kept on an internal web-based site for review by the Strategic Planning Steering Committee to be shared with all constituents.

Comments from the listening sessions were synthesized by the working groups and submitted to the IPPC which consolidated the comments into five strategic initiatives. The IPPC then created a Strategic Planning Steering Committee divided into five sub-committees, each committee charged with developing two to five goals for each strategic initiative and corresponding objectives for each goal. Each sub-committee was co-chaired by a faculty member and an administrative liaison; these individuals constituted the Strategic Planning Steering Committee. Sub-committee membership included faculty, staff, and members from other constituent groups.

The Strategic Planning Steering Committee and sub-committees considered the following external pressures present in the current higher education environment: 1) increasing anxiety about student indebtedness; 2) diminishing family ability to pay; 3) shift in emphasis from access to completion; 4) focus on retention and graduation rates; 5) shrinking traditional-age student population; 6) facilities, specifically deferred maintenance; and, 7) the perceived devaluation of a liberal arts based education.

The Steering Committee received the goals and objectives from the sub-committees and revised and refined the goals and objectives. This was a continuous process resulting in a number of drafts. Each draft was submitted to the President for his review until the final draft was agreed upon by the Steering Committee and the President and submitted to the Board of Trustees.

Mission Statement

Notre Dame College, a Catholic institution in the tradition of the Sisters of Notre Dame, educates a diverse population in the liberal arts for personal, professional and global responsibility.

Notre Dame College Vision Statement

The vision of Notre Dame College is to be recognized as an exceptional, small, Catholic college, transforming students through rigorous and relevant learning experiences that are grounded in a values-based curriculum.

We will also prepare graduates for life-long learning, the world of work, and leadership in the global community by engaging students in the disciplines we teach and providing active learning experiences through cultural events, athletics and community projects.

In our efforts for continuous improvement, the College will strive to provide state-of-the-art services and facilities and an experienced and dedicated faculty and staff through effective stewardship of fiscal resources.

Guiding Principles

Student Success: We strive for student persistence and completion by helping students set appropriate educational and career goals and encouraging them to become responsible and self-directed learners.

Diversity: We respect the diversity of race, culture, religion, age, gender and sexual orientation in the College community and benefit from the variety of skills, talents and gifts this diversity brings to the College.

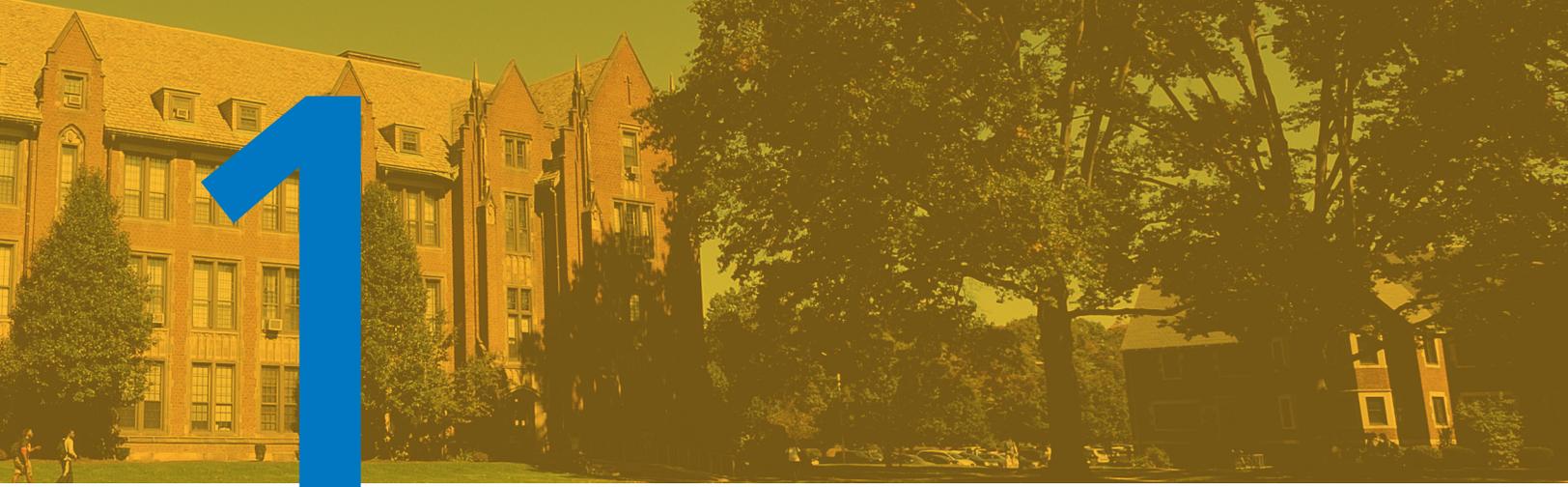
Community: We support broadening the education of students through engagement with both local and global communities.

Collaboration: We promote collective efforts and value the interdependence of all persons in the College community and beyond.

Integrity: We insist on honesty, fairness, and respect in our learning community of students, faculty and staff.

Innovation: We encourage creativity and versatility in teaching, learning, and service.

We believe adhering to these guiding principles will result in overall excellence in educating for personal, professional, and global responsibility.



STRATEGIC INITIATIVE 1

ACADEMICS

"...transforming students through rigorous and relevant learning experiences that are grounded in a values-based curriculum."

Goal 1: Enhance the teaching-learning process and environment.

- 1.1.1 Identify comparative and aspirant institutions.
- 1.1.2 Create a Center for Teaching and Learning Excellence.
- 1.1.3 Expand collaborative initiatives with all college-wide divisions.
- 1.1.4 Develop learning communities on campus.

Goal 2: Demonstrate commitment to high-quality educational programs.

- 1.2.1 Implement appropriate information technologies, methodologies, and learning spaces.
- 1.2.2 Continuously align curriculum with career preparation to ensure successful professional growth and workforce readiness upon graduation.
- 1.2.3 Assess and refine the faculty evaluation process.
- 1.2.4 Integrate the academic master plan across disciplines.
- 1.2.5 Review the methods currently used for program-level and course-level assessment.
- 1.2.6 Review the methods currently used for course design.

Goal 3: Review and assess online programming.

- 1.3.1 Validate the alignment of online course offerings with onsite course offerings.
- 1.3.2 Review effective engagement strategies for online students.
- 1.3.3 Assess current adult and non-traditional program options (Finn Center).
- 1.3.4 Finalize an e-learning business plan.

Goal 4: Improve the persistence and graduation of NDC Students.

- 1.4.1 Design levels of support strategies to increase persistence and graduation rates.
- 1.4.2 Provide students with a four-year course guide.
- 1.4.3 Cultivate a comprehensive student-faculty advising relationship.
- 1.4.4 Provide focused tutoring for courses with the highest risk of student failure.
- 1.4.5 Engage students by providing co-curricular activities.
- 1.4.6 Move towards 120 credit hours for graduation where applicable.

2

STRATEGIC INITIATIVE 2 CAMPUS WIDE ENVIRONMENT

"In our efforts for continuous improvement..."

Goal 1: Promote the Notre Dame College Mission.

- 2.1.1 Engage students and stakeholders in communicating and promoting the Notre Dame College Mission, Vision and Guiding Principles.
- 2.1.2 Enhance opportunities for students and employees to embody the Mission.

Goal 2: Maintain a campus culture of accountability, assessment and continuous improvement.

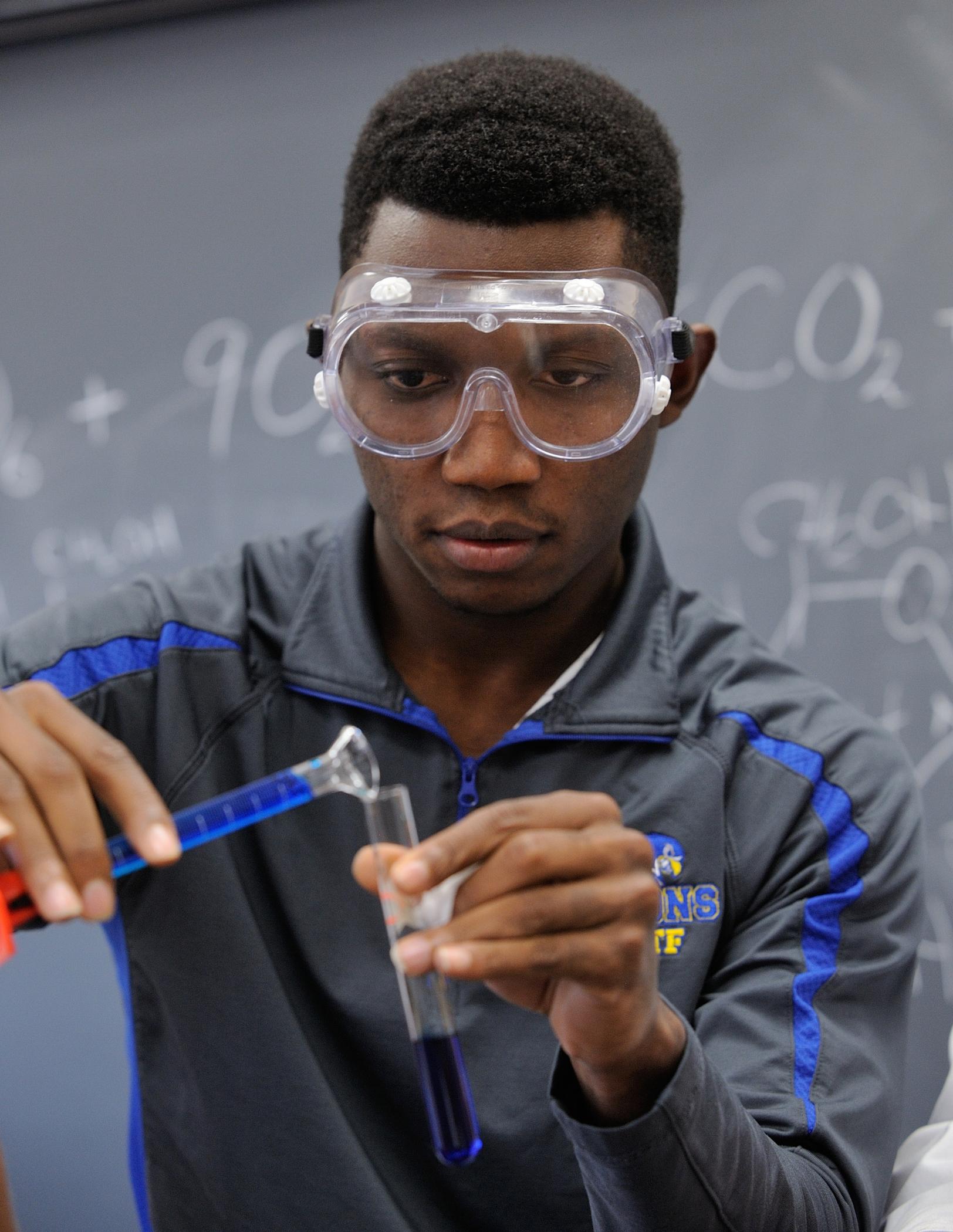
- 2.2.1 Establish an Office of Institutional Effectiveness.
- 2.2.2 Establish performance outcomes for every unit of the organization and assess those outcomes.
- 2.2.3 Implement an institutional program prioritization process.

Goal 3: Maintain a supportive campus environment.

- 2.3.1 Promote a healthy, safe, and inviting environment.
- 2.3.2 Evaluate tutoring and supplemental support (Dwyer Learning Center).
- 2.3.3 Expand the three functions of the career center-- student development, curriculum integration, and employer relations.
- 2.3.4 Assess a need for an Office of Diversity.
- 2.3.5 Assess and refine the student services plan.
- 2.3.6 Assess and refine the residence life plan.
- 2.3.7 Enhance internal communication.

Goal 4: Standardize organizational policies and procedures.

- 2.4.1 Develop, document and publish institutional policies and standard operating procedures.
- 2.4.2 Implement a process that integrates the entire College organization in budget preparation, evaluation, execution and completion.



3

STRATEGIC INITIATIVE 3 ENROLLMENT MANAGEMENT

"... recognized as an exceptional, small, Catholic college ..."

Goal 1: Move to an admission model that leads to graduation and sustainability.

- 3.1.1 Complete the enrollment model being developed by the Institutional Analysis Committee (IAC)
- 3.1.2 Examine various admission models.

Goal 2: Identify and evaluate program initiatives that attract students.

- 3.2.1 Measure and Evaluate Current Specialty Programs in concert with the Office of Institutional Effectiveness.
 - Academic Support Center
 - College Credit Plus
 - Community College Partnerships
 - Athletics/Club sports
 - Performing Arts Program
 - Enterprise Development Center
 - First Generation Program
 - Honors Program
 - STEMM Program
 - Direct entry Nursing policy
 - Legacy Program
 - Master Programs
 - Certificate Programs
 - Adult Programs

- 3.2.2 Explore new initiatives for possible implementation
 - Summer programs
 - Guaranteed graduation in four years
 - Non-traditional life options, e.g., day care
 - Community college pathways
 - Veteran friendly school
 - Immersion and mission trips
 - External accreditation
- 3.2.3 Assess and clarify the role of athletics in the enrollment management plan.
- 3.2.4 Assess and refine the enrollment management plan.

Goal 3: Enhance affordability of a Notre Dame College education.

- 3.3.1 Develop strategic pricing policies, including exploration of a four-year guaranteed tuition.

Goal 4: Enhance external communication.

- 3.4.1 Assess and refine the marketing plan.
- 3.4.2 Assess and refine the website.



4

STRATEGIC INITIATIVE 4 STEWARDSHIP OF CAPITAL RESOURCES

"...strive to provide state-of-the-art services and facilities..."

Goal 1: Optimize facilities for cost effectiveness and maximum benefits.

- 4.1.1 Examine and evaluate current uses of all facilities.
- 4.1.2 Seek synergies where facilities may serve multiple uses and users.
- 4.1.3 Assess whether our facilities and services meet the needs of our students.
- 4.1.4 Prioritize a comprehensive list of deferred maintenance projects.
- 4.1.5 Review and revise the campus facilities master plan with a focus on sustainability.

Goal 2: Assure that technology meets administrative, faculty, staff and student needs.

- 4.2.1 Evaluate equipment, software, and capacity needed by the institution.
- 4.2.2 Develop a software acquisition policy.
- 4.2.3 Evaluate the availability of data to various constituents.
- 4.2.4 Build data base and institutional research to support accountability and assessment.
- 4.2.5 Construct an Information Technology plan.

5

STRATEGIC INITIATIVE 5 STEWARDSHIP OF HUMAN RESOURCES

"...an experienced and dedicated faculty and staff..."

Goal 1: Attract and retain the highest caliber of people.

- 5.1.1 Conduct a comparative compensation study.
- 5.1.2 Assess and refine job descriptions.
- 5.1.3 Determine salary ranges.
- 5.1.4 Conduct an employee satisfaction survey.
- 5.1.5 Assess and refine the evaluation process for faculty, staff and administrators.

Goal 2: Clarify organizational structure.

- 5.2.1 Assess and refine institutional organizational structure.
- 5.2.2 Implement an institutional program prioritization process.

Goal 3: Provide for employee learning, growth and success.

- 5.3.1 Support employees by providing a comprehensive orientation program.
- 5.3.2 Foster an employee mentoring program for staff.
- 5.3.3 Implement a professional development program for staff.
- 5.3.4 Perform a cultural audit, assess campus culture and articulate the workplace culture of Notre Dame College.

6

STRATEGIC INITIATIVE 6 PHILANTHROPY

"...through effective stewardship of fiscal resources."

Goal 1: Increase the capacity of institutional advancement.

- 6.1.1 Identify and prioritize long and short-term fundraising goals within the College's divisions and for the overall college needs for the next three to five years.
- 6.1.2 Build a foundation for a future capital campaign that will support the vision of the College.
- 6.1.3 Effectively convey philanthropic needs, goals and achievements to constituents, alumni and the greater community through increased print and electronic communication.
- 6.1.4 Introduce innovative opportunities to increase the endowment for the College through a newly created planned giving program.
- 6.1.5 Provide programs to develop alumni, faculty, staff, administration and families as philanthropic ambassadors for the College.
- 6.1.6 Provide continual training and support that will enable department heads, in concert with the development staff, to become effective fundraisers.

- 6.1.7 Establish a strong volunteer network to support fundraising through increased efforts to work collaboratively with the College's Board of Trustees and the Vice President of Community Outreach by creating "Just One Name," a yearly request to board members for introductions to new potential prospects and donors.
- 6.1.8 Establish a recognition program to properly acknowledge contributions of both financial and in-kind support.

Goal 2: Increase and strengthen alumni and external stakeholder engagement and participation.

- 6.2.1 Expand the core of activities and active alumni by reorganizing the Alumni Association to better serve the three identified constituency groups and by focusing on the unique affinity for the school of the recent alumni.
- 6.2.2 Prior to graduation, introduce students to alumni activities and instill a sense of philanthropy.
- 6.2.3 Increase unique opportunities to develop a young alumni network.
- 6.2.4 Engage alumni in the philanthropic process and provide opportunities for them to serve as ambassadors.

- 6.2.5 Increase and strengthen external partnerships.
- 6.2.6 Strengthen partnerships with student organizations and career services to increase opportunities for students and future alumni.

Goal 3: Cultivate a consciousness of mission-centered philanthropy.

- 6.3.1 Create and maintain a contemporary case statement which will result in measureable and increased fundraising opportunities.
- 6.3.2 Provide consistent, strategic planned activities each year which will enhance and increase fundraising opportunities for all identified constituency groups.
- 6.3.3 Expand and coordinate a targeted corporate relations strategy to secure and increase philanthropic and sponsored programs from the corporate community.
- 6.3.4 Increase philanthropic foundation support through targeted research and more consistent collaboration with faculty.
- 6.3.5 Provide a model for campus-wide awareness, showcasing the importance of philanthropy for the College.
- 6.3.6 Begin planning a year-long philanthropy focused Centennial giving campaign to support capital, programmatic and endowment priorities.

Goal 4: Develop a communication plan.

- 6.4.1 Create collateral materials for use in development of proposals and for solicitation purposes.
- 6.4.2 Share the College's mission, service and entrepreneurial spirit with the community through printed and on-line publications and on social media outlets.

Key Performance Indicators

For all Strategic Initiatives key performance indicators are to be compared to comparator and aspirant institutions as information/data is available and applicable.

- Six year cohort graduation rate
- Percent of graduates with jobs six months out from graduation time
- Percent of graduates going to graduate school
- Number of student conduct and Clery cases documented
- Results of student satisfaction survey
- Results of faculty and staff satisfaction survey
- Number of complete undergraduate applications by July 1
- 1st to 2nd Year Cohort retention rate
- Overall Fall-to-Fall TRAD persistence rate
- Expenses before interest and depreciation
- Undergraduate student to faculty ratio
- Expense per FTE
- Operating results before interest and depreciation
- DOE ratio
- Percent of full-time teaching faculty with terminal degrees
- Turnover rate of full-time teaching faculty
- Total unrestricted cash received for annual fund
- Total cash received for the endowment
- Median Board Giving
- Percent of Board Participation in Giving
- Percent of Board attendance at Board/ Committee meetings
- Percent of Board attendance at three or more school events



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