

ANNUAL STRATEGIC PLAN PROGRESS REPORT

That it includes:

Creating an Office of Instructional Excellence to actively recruiting, supporting and retaining diverse faculty, staff, students and administrators, integrating diversity into the curriculum, and giving a more global outlook to the curriculum. The development of Western Civilization courses and ongoing opportunities for students to create greater understanding and respect for diverse perspectives.

We've succeeded:

Our campus is more inclusive and we have considered in every institutional decision the needs of all who inspire respect and dignity.

ACHIEVING EXCELLENCE
TRANSFORMING LIVES
PURSUING TRUTH

VERITAS



THE PROVIDENCE COLLEGE STRATEGIC PLAN, *ACHIEVING EXCELLENCE. PURSUING TRUTH. TRANSFORMING LIVES,* IS SERVING ITS PURPOSE IN VIVID AND DEMONSTRABLE WAYS.

Approved in September 2011, the plan helps focus the College's leaders and constituents on the path to true greatness, a point in time when Providence College will achieve its overarching objective of becoming a first-choice, national, Catholic liberal arts college.

As this first annual report demonstrates, progress has been remarkable. Assessing the plan's 103 built-in metrics, organized under 30 separate strategic initiatives, this report quantifies success to date using a three-tiered measurement system. Green signifies completion or outstanding progress; yellow reflects initiatives that are in process with satisfactory progress to date; and red indicates slow progress or initiatives that are delayed. Notable forward momentum is evident with respect to each of the Strategic Plan's five core values, perhaps especially when it comes to academic and diversity initiatives.

The College reports notable or acceptable (green or yellow) progress on 94 percent (47 of 50) of the metrics under strategic initiatives identified as Level One priorities.

Overall, good (green or yellow) progress is reported on 85 percent of all metrics, broken down as follows, according to the Plan's core values:

Core Value 1	100 percent
Core Value 2	82 percent
Core Value 3	78 percent
Core Value 4	70 percent
Core Value 5	96 percent

At the same time, this report helps shine light on areas where progress is less than satisfactory, so that corrective measures may be taken, as necessary, to ensure eventual success.

Advancing the Catholic & Dominican Mission of Providence College

Level 1 Priorities

INITIATIVE 1.1 MISSION STATEMENT REVISION

Having surveyed the College community about its understanding and experience of the mission, and engaged in campus-wide discussions about the mission, we will revise the mission statement of the College to clearly and succinctly articulate the Catholic, Dominican, and liberal arts mission. The revised mission statement will be accompanied by documents explaining the history, values, and objectives that attend upon it.

METRIC 1.1.1

Five hundred members of the campus community will have been canvassed concerning the College's mission and the revised mission statement will have been approved by the board in February 2013.

More than 750 members of the College community participated in 43 open forums to discuss/comment on drafts; the fourth and final revised mission statement draft was presented to Fr. Shanley in January 2013 and to the BOT in February 2013.

Level 2 Priorities

INITIATIVE 1.2 FAITH DEVELOPMENT

Increase opportunities for service by implementing *FaithWorks*, a program of domestic service for incoming students, and by implementing programs for international service; we will revise the RCIA program and increase the number of faith formation programs; and we will initiate *FaithSpeaks*, a program of outreach and evangelization that includes seminarian interns and a post-graduate residential service program for alumni.

METRIC 1.2.1

A minimum of 25 new students will participate in *FaithWorks* by August 2012.

Thirty students and 6 mentors participated in the first *FaithWorks* program in August 2012.

METRIC 1.2.2

Achieve a 10 percent increase in student attendance at Mass and participation in service by 2012-2013.

A 36 percent increase in Mass attendance recorded between Fall 2011 and Fall 2012; there was a 1 percent decline in service during that same time frame.

METRIC 1.2.3

Add one additional Dominican chaplain by August 2012.

One Dominican assistant chaplain joined the PC community in July 2012.

METRIC 1.2.4

Add one additional lay campus minister by August 2012.

One lay campus minister joined the PC community in 2012.

METRIC 1.2.5

Launch *FaithSpeaks* with a minimum of five seminarian interns for 2012-2013.

The program is now scheduled to begin in Fall 2013.

INITIATIVE 1.3 FAITH-BASED OUTREACH

Establish a guest lecture series to foster high-level discussion of theological and spiritual issues; initiate faith fulfillment programs through alumni chapters.

METRIC 1.3.1

Build a \$250,000 endowment to support the four main lectures offered by the Center for Catholic and Dominican Studies by June 2013.

The endowment has grown from \$125,000 at the end of 2011 to \$130,000.

METRIC 1.3.2

Offer a minimum of four spiritual/faith development programs to alumni by July 2013.

Alumni Relations developed 12 initiatives, including a one-day retreat, a series of online spiritual reflections, and the creation of a parish directory for young alumni.

INITIATIVE 1.4 FR. SMITH FELLOWSHIPS

Expand the Fr. Philip A. Smith, O.P. Student Fellowship program to provide more students with the opportunity to study or serve abroad in a Catholic or Dominican context.

METRIC 1.4.1

Provide a minimum of 10 Fr. Smith Fellowships each year beginning in 2013-2014.

PC currently provides 10 Fr. Smith Fellowships.

Level 3 Priorities

INITIATIVE 1.5 IN THE FOOTSTEPS OF ST. DOMINIC

Begin an international travel pilgrimage program called *In the Footsteps of St. Dominic* to provide opportunities for faculty, staff, alumni, parents, donors, and Trustees to visit places of historic Dominican significance in the company of Dominicans.

METRIC 1.5.1

Launch the program with a minimum of 15 participants for Summer 2013.

This program remains in the planning stage.

INITIATIVE 1.6 PROVIDENTIAL VOCATION PROGRAM

Establish (with donor and foundation support) a program of vocational discernment called *Providential*, to operate in collaboration with units such as the Career Education Center, the Center for Student Engagement, the Feinstein Institute, and Academic Advising.

METRIC 1.6.1

Minimum of 15 student participants in a pilot *Providential* program.

This program remains in the planning stage.

Enhancing Academic Excellence

Level 1 Priorities

INITIATIVE 2.1 CORE CURRICULUM IMPLEMENTATION

Implement the new Core Curriculum by offering courses that meet the Core’s mission-related learning goals; by hiring the faculty necessary to support smaller seminar sizes in the Development of Western Civilization program and in meeting all Core proficiencies and requirements; and by educating faculty and students as to the meaning, value, and proper completion of the full Core.

METRIC 2.1.1

Achieve approval of 75 percent of courses needed for full Core implementation by Fall 2012, 100 percent approval by Fall 2015.

Seventy percent of needed courses have been approved as of December 2012.

METRIC 2.1.2

Reduce average DWC seminar sizes to 18-20 for Fall 2012, 15-18 for Fall 2015 and beyond.

Average seminar size in Fall 2012 was 17.

INITIATIVE 2.2 FACULTY RECRUITMENT AND RETENTION

Recruit and retain superior faculty who will contribute to the College mission, who are exceptional scholars and teachers, and who will help attract highly qualified and diverse students.

METRIC 2.2.1

One hundred percent of newly hired ordinary faculty will have terminal qualifications.

All new ordinary faculty hired for Fall 2012 meet this criterion.

METRIC 2.2.2

All newly hired term faculty will have a terminal degree or equivalent experience.

All new term faculty hired for Fall 2012 meet this criterion.

METRIC 2.2.3

A minimum of 95 percent of newly hired faculty will come from one of the top 100 institutions, as ranked by U.S. News or similar international ranking entities.

Seventy-three percent of Fall 2012 newly hired ordinary faculty, where rankings were available, met this criterion.

METRIC 2.2.4

A minimum of two new endowed chairs/professorships will be funded by 2015, at least one in the School of Professional Studies.

A search is under way for a Ruane Chair in the School of Business; that hire will bring the College total of endowed faculty positions to three.

METRIC 2.2.5

Retain a minimum of 90 percent of tenured faculty for three years, 80 percent for five years, and 70 percent for 10 years.

The three-year retention rate for Cohorts 2004-2009 is 90 percent; the five-year retention rate for Cohorts 2004-2007 was 72 percent.

INITIATIVE 2.5 SCHOOL OF BUSINESS

Earn AACSB accreditation for the School of Business in 2012; provide support and facilities to develop a distinctive curriculum model based on the liberal arts and virtue ethics to prepare students for success in a global economy.

METRIC 2.5.1

Achieve accreditation in 2012.

Accreditation was awarded on July 24, 2012.

METRIC 2.5.2

Ensure full, ongoing compliance with all AACSB standards.

Compliance was affirmed by accreditation in July 2012.

METRIC 2.5.3

Inaugurate the Center for Business Engagement by hiring a Ruane Chair in 2012.

The search is on track, with an offer pending as of January 2013.

INITIATIVE 2.7 FINANCIAL AID

Meet a higher level of student financial need and reduce student indebtedness through aggressive fundraising and the strategic deployment of institutional aid.

METRIC 2.7.1

Reduce the financial aid gap by 10 percent by 2015 through fundraising and strategic allocation.

The 2012 gap of 16 percent represents an 11 percent reduction relative to the 2011 figure of 18 percent.

METRIC 2.7.2

Eliminate loans for targeted undergraduate populations and reduce loans for all students by 2015.

The average loan debt for Class of 2012 graduates (\$26,832) represents an 18 percent reduction relative to the average debt carried by Class of 2011 graduates.

METRIC 2.7.3

Analyze results of a two-year pilot study of need-aware merit awards for selected populations by 2015.

This initiative is in the planning stages.

Level 2 Priorities

INITIATIVE 2.4 STUDENT ENGAGEMENT

Create a Center for Student Engagement to build on the College's efforts to engage students deeply in their learning through expanded experiential research, study, and service opportunities, and by recognizing students' best scholarly and creative work.

METRIC 2.4.1

Establish a Center for Student Engagement no later than 2014.

A director search is underway, and space for the Center will be identified in 2013-2014.

METRIC 2.4.2

Students will secure a minimum of three prestigious post-graduate fellowships each year.

PC students secured three post-graduate fellowships in 2012.

METRIC 2.4.3

Seventy-five percent of undergraduate students will have engaged in out-of-classroom fieldwork, research, or academic service by the time they have graduated.

According to the freshest available data (from 2011), 71 percent of students participated in a practicum, internship, field experience or the like, while 22 percent worked with a faculty member on research outside of course/program requirements.

METRIC 2.4.4

Achieve positive quantitative and qualitative evaluation of the annual Celebration of Student Scholarship and Creativity.

The number of exhibits increased from 49 to 52 between 2011 and 2012, while the number of participating students went from 70 to 100 and the number of academic departments represented rose from 20 to 21.

METRIC 2.4.5

Rank in the top 50 percent of participating institutions across all five National Survey of Student Engagement (NSSE) benchmarks when the survey is administered in 2014.

PC currently ranks in the top 50 percent in one of the five benchmark categories (2011 survey).

METRIC 2.4.6

A minimum of 30 percent of PC students will engage in study abroad by 2015.

Twenty-six percent of members of the Class of 2012 studied abroad during their time at PC, up from 21 percent in the Class of 2011.

INITIATIVE 2.8 ACCOUNTABILITY AND CONTINUOUS IMPROVEMENT

Establish a culture of accountability and continuous improvement in the academic community through external reviews, establishment of a faculty post-tenure review/development program, and by conducting authentic annual assessment of learning and performance goals on the departmental level.

METRIC 2.8.1

Complete a minimum of five external reviews each year, 2012-2015.

Six reviews were completed in 2011-2012 (Academic Media Services, Chemistry and Biochemistry, Feinstein Institute for Public Service, Health Policy and Management, Public and Community Service Studies, and Public Administration).

METRIC 2.8.2

Ensure that at least 90 percent of Academic Affairs departments/programs/offices have high-quality, authentic, annual assessment programs in place by 2013.

Seventy-one percent of departments and programs engaged in high-quality assessment in 2012, up from 50 percent in 2011.

METRIC 2.8.3

Directly assess a minimum of three Core Curriculum mission-related learning outcomes by 2015; schedule all others.

The Core Curriculum mission-related outcome in writing was assessed 2010-2012.

METRIC 2.8.4

Establish a post-tenure faculty review/development program by 2013; consider a faculty merit/recognition program concurrently or immediately following.

This initiative is pending.

METRIC 2.8.5

Assess, through quantitative and qualitative measures, the faculty post-tenure review/development program and merit compensation program.

This initiative is pending.

Level 3 Priorities

INITIATIVE 2.3 CENTER FOR THE STUDY OF HUMANITIES SCHOLARSHIP

Create a Center for the Study of Humanities Scholarship in Western Civilization to serve as an intellectual center of interdisciplinary teaching, learning, and research in alignment with, and support of, the goals of the Development of Western Civilization Program.

METRIC 2.3.1

Establish a Center for the Study of Humanities Scholarship in Western Civilization by 2014.

This initiative is currently on hold.

METRIC 2.3.2

Achieve positive qualitative evaluation of the Center's goal attainment by 2015-16.

This initiative is currently on hold.

INITIATIVE 2.6 CONTINUING EDUCATION AND GRADUATE PROGRAMS

Reposition the School of Continuing Education (SCE) as a first choice for motivated adult learners; invest in graduate programs related to academic strength and capacity.

METRIC 2.6.1

Increase SCE student matriculations by an average of 5 percent per year through 2015.

Enrollment decreased by 11 percent (to 818) between 2010-2011 and 2011-2012.

METRIC 2.6.2

Increase SCE course enrollments by an average of 5 percent per year through 2015.

Course enrollments decreased by 3 percent (to 3301) between 2010-2011 and 2011-2012.

METRIC 2.6.3

Increase SCE student course enrollments in online courses by an average of 5 percent per year through 2015.

Online enrollments (distance learning and hybrid courses) increased 35 percent to 1,049 between 2010-2011 and 2011-2012.

METRIC 2.6.4

Complete a strategic plan for graduate education at Providence College by 2012.

A strategic plan development process is under way.

METRIC 2.6.5

Demonstrate increased student matriculation and overall enrollment in the College's graduate programs by 2015.

Enrollment in graduate programs decreased 15 percent (measured by number of students, to 860) and by 13 percent (measured by enrollments, to 2,883) between 2010-2011 and 2011-2012.

METRIC 2.6.6

Achieve ongoing approval of SCE and graduate education programs by the Rhode Island Department of Elementary and Secondary Education.

Programs are approved by the state until 2014.

METRIC 2.6.7

Provide instructional technology support for online and hybrid course initiatives.

Ten people participated in online workshops; a new instructional technologist position has been authorized, to support faculty teaching online.

Embracing Diversity

Level 1 Priorities

INITIATIVE 3.1 INSTITUTIONAL DIVERSITY

Create an Office of Institutional Diversity, staffed by a Chief Diversity Officer who, in consultation with the Vice President for Mission and Ministry, will be charged with promoting an institutional culture that supports the many forms of diversity reflective of the Catholic church, and who acts as a focal point for strengthening diversity-related programs and initiatives while also working to create new ones.

METRIC 3.1.1

Establish the Office of Institutional Diversity no later than January 2012.

The Office was established in January 2012 with the hiring of Chief Diversity Officer Rafael Zapata.

INITIATIVE 3.2 DIVERSIFY COMMUNITY POPULATIONS

Actively recruit, support, and retain diverse faculty, staff, students and Trustees.

METRIC 3.2.1

Achieve a minimum 24 percent admission yield annually.

Yield increased from 16 percent (Class of 2015) to 17 percent (Class of 2016), an improvement of 6.25 percent.

METRIC 3.2.2

Reach at least 15 percent multicultural enrollment of undergraduate students by 2015.

Multicultural enrollment represents 16 percent of the Class of 2016, up from 13 percent in the Class of 2015. This is a 23 percent year-to-year improvement.

METRIC 3.2.3

Achieve a minimum 12 percent multicultural representation among faculty and staff by 2015.

The percentage of multicultural faculty declined from 8.7 percent in 2011 to 8.1 percent in 2012, while the percentage of multicultural staff went from 9.9 percent to 9.2 percent. Overall, the workforce comprises 8.5 percent multicultural persons, a decrease of 11 percent from the 2011 reported figure of 9.5 percent.

METRIC 3.2.4

Enroll a minimum 125 Liberal Arts Honors students annually.

The number of LAH students in 2012 was 108, down from 134 in 2011.

METRIC 3.2.5

Maintain a minimum 90 percent undergraduate student retention rate both in the aggregate and across sub-populations.

The overall retention rate is 90 percent, with some variability in sub-populations.

METRIC 3.2.6

Maintain a minimum 84 percent undergraduate student graduation rate, both in the aggregate and across sub-populations.

The overall (six-year) graduation rate increased from 85 percent in 2011 to 87 percent in 2012 (a 2.4 percent increase), although with some variability in sub-populations.

METRIC 3.2.7

Increase diversity among Trustees, members of the National Board of Overseers, and other relevant boards/committees.

The Board of Trustees includes six women (17 percent) and one person of color (3 percent), numbers that are unchanged since the Strategic Plan's adoption. Sixteen percent of National Board of Overseers members are women; that board currently has no multicultural representation.

METRIC 3.2.8

Achieve progress (qualitative and quantitative measures) of academic and student development support services (e.g. number of students who receive tutoring, number of students who receive regular academic counseling, and academic performance of students who receive assistance).

Office of Academic Support data show positive impact, with 5,133 content tutoring sessions in 2011-2012 and 2,024 writing center sessions. Both numbers represent increases over the previous year.

Level 2 Priorities

INITIATIVE 3.3 DIVERSITY IN THE CURRICULUM

Integrate diversity into the College's curriculum by requiring proficiency in diversity/cross-cultural understanding and by extending a more global outlook into the study of the Development of Western Civilization.

METRIC 3.3.1

Approve 75 percent of courses needed for full implementation of the diversity proficiency by Fall 2012, 100 percent by Fall 2015.

One hundred percent of the courses have been approved, as of December 2012.

INITIATIVE 3.4 DIVERSITY IN THE COMMUNITY

Provide ongoing opportunities for community interactions to facilitate greater understanding of, and appreciation for, the value of diverse perspectives and voices.

METRIC 3.4.1

Derive and support positive quantitative and qualitative analysis regarding diverse interactions reported by PC students.

Quantitative alumni survey results are generally not positive in comparison to those from similar institutions. Qualitative focus group surveys are planned for 2013.

METRIC 3.4.2

Achieve a 20 percent increase in the number of Student Affairs programs that facilitate diversity interactions by 2012.

The number of relevant programs, managed by the Balfour Office of Multicultural Activities, increased from 17 in 2011 to 26 in 2012, representing a 53 percent improvement.

METRIC 3.4.3

Show 15 percent improvement in diversity-related results and rankings in the ACUBO-I/EBI Resident Study by 2013.

With the 2013 survey pending, baseline data show disappointing results relative to diverse interactions, tolerance, and climate.

METRIC 3.4.4 (NEW)

Establish off-campus, neighborhood space to facilitate college/community interactions.

In partnership with the Smith Hill Community Development Corporation, established the PC Smith Hill Annex at 231 Douglas Ave. in January 2012.

Preparing Students for Lives of Meaning and Purpose

Level 1 Priorities

INITIATIVE 4.1 WELLNESS INITIATIVES

Facilitate student wellness initiatives including physical fitness, alcohol and drug education and prevention, and health promotion as a means of enhancing student achievement and the quality of life.

METRIC 4.1.1

Maintain a minimum 50 percent of student participation in recreational sports.

Fifty-five percent of students participated in recreational sports during 2011-2012.

METRIC 4.1.2

Reduce binge drinking levels by 9 percent by 2015.

According to the most recent survey, in 2011, 60.7 percent of students reported binge drinking. The next survey is scheduled for 2013.

METRIC 4.1.3

Reduce Student Health Services patient waiting time to a maximum 24 hours by 2013.

Average wait time in 2012 was less than six hours; no students experienced waits of more than 24 hours.

METRIC 4.1.4

Achieve a 20 percent increase in wellness program options available to students by 2013.

The College sponsored 1,250 wellness programs in 2012, an 85 percent increase over the previous year.

INITIATIVE 4.2 ENHANCED CAREER SERVICES

Develop and support comprehensive career counseling services, expanded internship and mentoring programs, and access to meaningful employment opportunities available to undergraduate students through connections with community business leaders and the PC alumni network.

METRIC 4.2.1

Increase the number of students accessing Career Services by 20 percent by 2013.

While a process for precisely tracking historic usage rates is in development, the staff reports 4,439 student interactions with career services in 2012.

METRIC 4.2.2

Increase the number of internship placement sites by 20 percent by 2015.

The number of internship placement sites available in 2012 (538) represented a 23 percent increase over the previous year.

METRIC 4.2.3

Increase student participation in internships by 20 percent by 2015.

The number of student academic internships in 2011-2012 (383) represented a 6 percent increase over the previous academic year.

METRIC 4.2.4

Ensure that an additional career counselor is in place by 2012.

An additional full-time counselor was added to the staff in 2012, bringing staffing to seven personnel (one part-time).

Level 2 Priorities

INITIATIVE 4.3 GRADUATE STUDENT CAREER SERVICES

Expand availability of career services to the College's MBA and other graduate student populations, creating a comprehensive post-graduate career services program.

METRIC 4.3.1

Analyze, with positive quantitative and qualitative outcomes, MBA and graduate student use of (and satisfaction with) Career Services, as measured by the number of students who receive career counseling and the number of job placements.

A process for precisely tracking graduate student job placements and historic levels of graduate student counseling is under development. The staff reports that 21 graduate students accessed career counseling services in 2012.

INITIATIVE 4.4

Be involved and visible in the local community by providing a wide variety of community service/outreach and service-learning opportunities for our students through our support of the efforts of the Feinstein Institute for Public Service, the Office of Residence Life, and the Office of the Chaplain/Campus Ministry.

METRIC 4.4.1

Achieve a 10 percent increase in student participation in College-sponsored community service by 2014.

Members of the PC community, including faculty and staff, provided 58,775 hours of community service in 2011-2012, a 4 percent decrease from 2010-2011. Systems for specifically tracking student service are in development.

INITIATIVE 4.5 ENHANCED ATHLETICS

Foster a mission-driven, student-centered varsity athletics program that competes successfully at the NCAA Division I level while assisting the college in strengthening and broadening its institutional profile.

METRIC 4.5.1

Increase overall combined ticket revenue in men's and women's basketball and ice hockey by 5 percent annually in each of the next five years.

Total 2011-2012 revenue was \$2,367,225, a 2 percent decrease as compared with 2010-2011.

METRIC 4.5.2

Ensure that all student-athletes participate in at least one community service initiative each year.

Participation in community service rose to 81 percent in 2011-2012, a 7 percent increase over the previous year.

METRIC 4.5.3

Sustain student-athlete Graduation Success Rate (GSR) at 94 percent annually.

The 2012 GSR was 90 percent, a decrease of 2 percentage points as compared with 2011.

METRIC 4.5.4

Achieve a positive ratio of complimentary news media coverage.

A process for tracking and measuring this ratio is in development.

METRIC 4.5.5

Finish in the top 100 in the NCAA Division I Learfield Sports Directors' Cup rankings each year.

PC was ranked 149th in 2011-2012, down from 113th in 2010-2011.

METRIC 4.5.6

Finish in the top 10 in the NCAA Division I-AAA (non-FBS/FCS) Learfield Sports Directors' Cup rankings each year.

PC was ranked 23rd in 2011-2012, down from 8th in 2010-2011.

Level 3 Priorities

INITIATIVE 4.6 ATHLETICS SCHOLARSHIPS, COACHES, FACILITIES

Expand athletic scholarship opportunities (particularly in under-funded priority athletic programs), actively recruit premier coaches, and provide state-of-the-art facilities.

METRIC 4.6.1

Expand men's lacrosse scholarships by two in 2011-2012, two more in 2012-2013, and 2.3 more in 2013-2014.

Two-point-three scholarships were added for 2011-2012, and two more for 2012-2013.

METRIC 4.6.2

Add 5.5 women's ice hockey scholarships by 2011-2012.

Two scholarships were added for 2012-2013.

METRIC 4.6.3

Add 3 field hockey scholarships by 2011-2012.

One scholarship was added for 2012-2013.

METRIC 4.6.4

Add 1.5 softball scholarships by 2012-2013.

The program's scholarship allocation remains at 10.5.

Building Lifelong Relationships, Growing Financial Resources, and Increasing Overall Effectiveness

Level 1 Priorities

INITIATIVE 5.1 BRANDING AND POSITIONING

Develop a new brand and positioning strategy to support the College as a nationally known, first-choice, destination school.

METRIC 5.1.1

Achieve minimum 24 percent admission yield annually.

Yield increased from 16 percent (Class of 2015) to 17 percent (Class of 2016), an improvement of 6.25 percent.

METRIC 5.1.2

Realize a measurable positive increase (at least 5 percent annually) of geographical diversity among incoming freshmen.

Enrollment from outside Mass./N.Y./Conn./N.J./R.I. increased from 17 percent (Class of 2015) to 18 percent (Class of 2016), an improvement of 6 percent.

METRIC 5.1.3

Complete a marketing/branding study by 2012.

In collaboration with vendor 160over90, the process is in its final stages. Community rollout and fine-tuning will continue until Spring 2013.

INITIATIVE 5.2 STRATEGIC FACILITIES UPGRADES

Develop a comprehensive program of renovation and new construction to provide facilities whose quality meets or exceeds that of our strongest competitor institutions. Plans for new facilities to be constructed within the next five years include a Humanities Building, a state-of-the-art Business School, a new residence facility, and a track/soccer/lacrosse complex.

METRIC 5.2.1

Move average age of plant from 17 years to Moody's A average (currently 11.2 years) by 2017.

The average age of the plant decreased from 16.6 years in 2011 to 16.2 years in 2012.

METRIC 5.2.2

Renovate an average one-seventh of residential hall bedrooms or residential square footage each year.

The cumulative amount of residential renovation increased from 30 percent (265,466 square feet) in 2011 to 37 percent (330,973 square feet) in 2012; the year-to-year amount of renovation decreased from 153,196 square feet (17.3 percent of space) to 65,491 square feet (7.4 percent of space) from 2011 to 2012.

METRIC 5.2.3

Reduce average energy consumption per square foot by 1 percent per year through 2017.

Adjusting for weather using Million Metric British Thermal Units (MMBTU), consumption dropped by 2 percent from 2011 to 2012 (from 214,204 MMBTU to 209,780).

METRIC 5.2.4

Identify project funding by November 1, 2011.

The completed funding plan has been approved by the Board of Trustees and Corporation.

METRIC 5.2.5

Complete construction on the Ruane Center for the Humanities, to support the new Core Curriculum, by Fall 2013.

The project is on schedule for July 2013 completion.

METRIC 5.2.6

Complete a new Business School facility for Fall 2015.

The College is finalizing program specifications and design in Spring 2013 with the potential for Fall 2013 construction, pending fundraising success.

METRIC 5.2.7

Open a new residence facility in Fall 2014.

This project is pending while its scope and timing are reassessed.

METRIC 5.2.8

Finish construction of a new track/soccer/lacrosse complex by Fall 2013.

The track and turf field are in the design process, with construction planned for Spring 2013, pending board approval. The soccer and lacrosse facilities will be designed in 2013 with an eye toward Spring 2014 construction.

METRIC 5.2.9 (NEW)

Reach agreement with the City of Providence regarding payments in lieu of taxes and property acquisitions.

Agreed, in December 2012, to purchase portions of three city streets adjacent to campus in transactions separate from annual payments associate with a long-standing memorandum of understanding between the College and city.

INITIATIVE 5.4 CONTINUOUS IMPROVEMENT AND OVERALL EFFECTIVENESS

Use pertinent and objective data to drive decision-making and we will strengthen our campus-wide assessment program, including purposeful use of external, independent evaluations in order to promote continuous improvement and overall effectiveness.

METRIC 5.4.1

Gain positive reviews from regional and specialized accreditors, including NEASC.

The Commission on Institutions of Higher Education accepted the College's NEASC Fifth-Year Interim Report in November 2012, noting specific progress in strategic areas.

METRIC 5.4.2

Commission and complete a minimum of three external reviews/consultations, outside of Academic Affairs, by 2015.

An Information Technology security review was completed in 2012; a branding process is due for completion in early 2013.

INITIATIVE 5.6 COMPREHENSIVE CAMPAIGN

In alignment with the College's 2017 centennial celebration, advance our comprehensive campaign, "Our Moment: The Next Century Campaign for Providence College."

METRIC 5.6.1

Raise \$116 million in campaign commitments by 2015 toward the campaign goal of \$140 million.

The campaign commitment total, as of June 30, 2012, was \$50.5 million.

METRIC 5.6.2

Increase total yearly gift revenue (cash and pledges) to \$20 million, including unrestricted, corporate/foundation, current use – restricted, facility, and endowment giving.

The total for the year ending June 30, 2012 was \$23.8 million, a 51.5 percent increase over the previous year.

METRIC 5.6.3

Generate an increase in total donors to 17,500 by July 2015.

The total donor count for the year ending June 30, 2012 was 13,669, a fractional increase over the previous year's total of 13,582.

METRIC 5.6.4

Reach 30 percent in alumni participation by July 2015.

Twenty percent of alumni made gifts in the year ending June 30, 2012, a decrease of 2 percentage points compared to the year before.

METRIC 5.6.5

Grow Harkins Society membership to 250 by July 2015.

The number of Harkins Society members grew by 10, to 116, between June 30, 2011 and June 30, 2012.

Level 2 Priorities

INITIATIVE 5.3 ENHANCED TECHNOLOGY

Continue to enhance the College's use of information and instructional technologies to support academic and administrative excellence. The pending Instructional Technology Strategic Plan will help to inform the College's decisions regarding its support for teaching and learning.

METRIC 5.3.1

Prepare a comprehensive IT Strategic Plan by 2013.

This initiative is pending. The ITeC plan, completed in 2012, is being used for planning purposes.

METRIC 5.3.2

Complete IT security review (by outside consultant) by March 2012.

The review, completed in 2012, indicates that IT security systems are solid, but enhanced documentation of security measures is necessary.

INITIATIVE 5.5

Enhance our alumni network through a focused program of communication, career programming and outreach, ongoing celebration of the College's Catholic and Dominican identity, promotion of applications from prospective students, engagement of local clubs in community service, and outreach to current students and younger alumni.

METRIC 5.5.1

Grow from 33 to 38 regional clubs by July 2015.

One regional club was added in 2012, bringing the total to 34.

METRIC 5.5.2

Identify and organize eight affinity groups by July 2015.

One affinity group was added in 2012, bringing the total to four.

METRIC 5.5.3

Grow Reunion Weekend attendance by 5 percent each year.

Attendance rose from 742 in 2011 to 1,220 in 2012, representing a 64 percent increase.

METRIC 5.5.4

Identify and train up to five alumni in each class to serve as class agents, by July 2015.

The number of class agents increased from 84 in 2011 to 117 in 2012, representing an increase of 39 percent.