

# ANNUAL STRATEGIC PLAN PROGRESS REPORT

## *Executive Summary*

that it includes:

Creating an Office of Institutional  
Effectively recruiting, supporting  
diverse faculty, staff, student  
Integrating diversity into the curriculum  
Giving a more global outlook to the  
teaching of Western Civilization  
Providing ongoing opportunities  
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  
learning.

ACHIEVING EXCELLENCE  
TRANSFORMING LIVES  
PURSUING TRUTH

VERITAS



PROVIDENCE  
COLLEGE

February 2013

# ANNUAL STRATEGIC PLAN PROGRESS REPORT




## Executive Summary

The 2011 Providence College Strategic Plan, *Achieving Excellence. Pursuing Truth. Transforming Lives.*, is designed so that progress may be measured on a regular basis. This allows for timely adjustments, the promotion of a culture of accountability, and the creation of moment-in-time reports featuring verifiable measures.

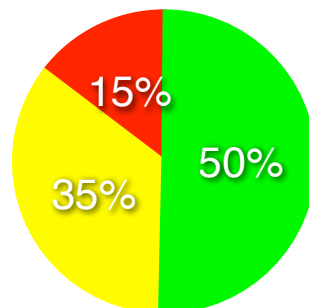
This first annual progress report provides an unflinching assessment of each of the plan's 103 metrics. It shows noteworthy achievements across the board, particularly in those areas identified in the Strategic Plan as the College's top priorities. At the same time, this report acknowledges the areas where more attention and work are needed to meet the overarching strategic goals necessary to achieve the institution's aspirations.

The reporting technique uses a green-yellow-red color scheme to codify progress to date. While some subjective judgments were required to create this report, many of the metrics allow for conclusive, data-based accounting.

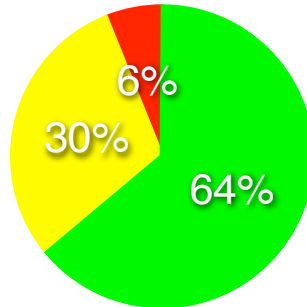
For purposes of this summary, the color designations are defined as follows:

-  Outstanding progress or outright completion
-  Initiatives that are In progress with satisfactory achievement to date
-  Slow progress or intentionally delayed initiatives

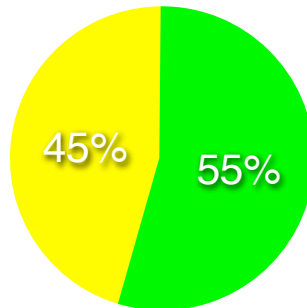
### Progress on all metrics combined



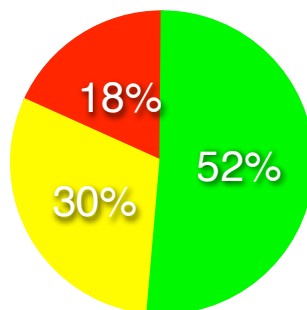
**Progress on *Priority Level 1 Metrics***



**Progress on the Core Value *Advancing the Catholic and Dominican Mission***

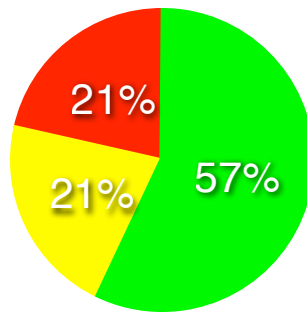


**Progress on the Core Value *Enhancing Academic Excellence***

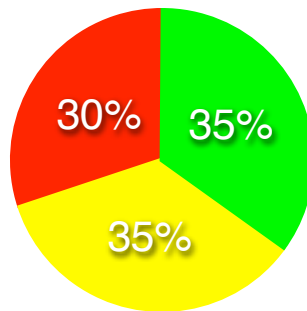




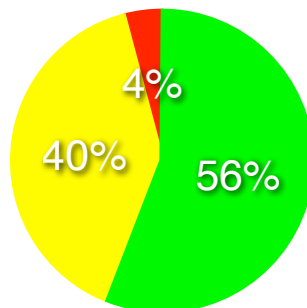
**Progress on the Core Value *Embracing Diversity***



**Progress on the Core Value *Preparing Students for Lives of Meaning and Purpose***



**Progress on the Core Value *Building Lifelong Relationships, Growing Financial Resources, Increasing Institutional Effectiveness***



# Strategic Plan Progress at a Glance

FIRST ANNUAL ASSESSMENT OF STRATEGIC PLAN METRICS			
<b>Core Value <i>Advancing the Catholic and Dominican Mission</i></b>			
1.1.1 Mission Statement Revision			
1.2.1 Faith <i>Works</i>			
1.2.2 Mass attendance and service			
1.2.3 Additional Chaplain			
1.2.4 Additional lay minister			
1.2.5 Faith <i>Speaks</i>			
1.3.1 Center for Catholic and Dominican Studies endowment			
1.3.2 Alumni faith development programs			
1.4.1 Fr. Smith Fellowships			
1.5.1 <i>In the Footsteps of St. Dominic</i> pilgrimage			
1.6.1 <i>Providential</i> Vocation Program			
<b>Core Value <i>Enhancing Academic Excellence</i></b>			
2.1.1 Core curriculum course approval			
2.1.2 DWC seminar size			
2.2.1 Terminal qualifications/new ordinary faculty			
2.2.2 Terminal qualifications/new term faculty			
2.2.3 New faculty from Top 100 institutions			
2.2.4 New endowed chairs/professorships			
2.2.5 Faculty retention			
2.3.1 Center for the Study of Humanities Scholarship			
2.3.2 Positive evaluation of the Center			
2.4.1 Center for Student Engagement			
2.4.2 Post-graduate fellowships			

# Strategic Plan Progress at a Glance

2.4.3 Student engagement outside the classroom		Yellow	
2.4.4 Assess Celebration of Student Scholarship/Creativity	Green		
2.4.5 Top 50 percent NSSE benchmarks		Yellow	
2.4.6 Students studying abroad	Green		
2.5.1 School of Business AACSB accreditation	Green		
2.5.2 Ongoing AACSB compliance	Green		
2.5.3 Center for Business Engagement/Ruane Chair	Green		
2.6.1 School of Continuing Education matriculations			Red
2.6.2 School of Continuing Education course enrollments			Red
2.6.3 School of Continuing Education online enrollment	Green		
2.6.4 Graduate education strategic plan		Yellow	
2.6.5 Graduate program matriculation and enrollment			Red
2.6.6 SCE and graduate program state approval	Green		
2.6.7 Online and hybrid course initiatives	Green		
2.7.1 Financial aid gap	Green		
2.7.2 Student loan reduction/elimination	Green		
2.7.3 Need-aware merit awards analysis		Yellow	
2.8.1 External reviews	Green		
2.8.2 Annual assessments/academic departments		Yellow	
2.8.3 Core Curriculum learning outcomes	Green		
2.8.4 Post-tenure review program		Yellow	
2.8.5 Post-tenure review program assessment		Yellow	
<b>Core Value <i>Embracing Diversity</i></b>			
3.1.1 Office of Institutional Diversity	Green		
3.2.1 Admission yield		Yellow	

# Strategic Plan Progress at a Glance

3.2.2 Multicultural enrollment			
3.2.3 Multicultural faculty and staff			
3.2.4 Liberal Arts Honors enrollment			
3.2.5 Undergraduate student retention			
3.2.6 Graduation rate			
3.2.7 Diversity on high-level boards/committees			
3.2.8 Academic and student development support			
3.3.1 Diversity proficiency courses			
3.4.1 Analysis of diverse interactions (students)			
3.4.2 Student Affairs programs/diversity			
3.4.3 Diversity-related results and rankings			
3.4.4 (NEW) Off-campus space/community engagement			
<b>Core Value <i>Preparing Students for Lives of Meaning and Purpose</i></b>			
4.1.1 Recreational sports participation			
4.1.2 Binge drinking reduction			
4.1.3 Student Health Services wait time			
4.1.4 Wellness programs			
4.2.1 Career Services usage			
4.2.2 Intern placement sites			
4.2.3 Internship participation			
4.2.4 Additional career counselor			
4.3.1 Analysis of grad student/Career Services use			
4.4.1 Community service participation			
4.5.1 Athletics ticket revenue			
4.5.2 Student-athlete community service			

# Strategic Plan Progress at a Glance

4.5.3 Student-athlete Graduation Success Rate			
4.5.4 Athletics news coverage			
4.5.5 Directors' Cup rankings - Division I			
4.5.6 Directors' Cup rankings - Division I-AAA			
4.6.1 Lacrosse scholarships			
4.6.2 Women's ice hockey scholarships			
4.6.3 Field hockey scholarships			
4.6.4 Softball scholarships			
<b>Core Value <i>Building Lifelong Relationships, Growing Financial Resources, Increasing Institutional Effectiveness</i></b>			
5.1.1 Admission yield			
5.1.2 Geographical diversity-incoming students			
5.1.3 Brand study			
5.2.1 Average age - physical plant			
5.2.2 Residential space renovation			
5.2.3 Energy consumption reduction			
5.2.4 Project funding identification			
5.2.5 Ruane Center for the Humanities completion			
5.2.6 New Business School facility			
5.2.7 New residence facility			
5.2.8 Track/soccer/lacrosse facilities			
5.2.9 (NEW) City agreements - property and payments			
5.3.1 IT strategic plan			
5.3.2 IT security review			
5.4.1 Positive accreditation reviews			



# Strategic Plan Progress at a Glance

5.4.2 External reviews outside Academic Affairs			
5.5.1 Regional alumni club growth			
5.5.2 Affinity group additions			
5.5.3 Reunion Weekend attendance			
5.5.4 Class agents			
5.6.1 Campaign commitments			
5.6.2 Annual gift revenue			
5.6.3 Total donors increase			
5.6.4 Alumni donors			
5.6.5 Harkins Society membership			

*February, 2013*

*online at [providence.edu/strategic-plan](http://providence.edu/strategic-plan)*