



Strategic Plan

Providence College 2011-2015

Achieving EXCELLENCE. *Pursuing* TRUTH. *Transforming* LIVES.



It is a prophetic educational message to assert that the ultimate goal of education is *contemplative wisdom*. In educating our students to lead *contemplative lives*, we are at the same time educating them to make good choices ... and to be prophetic agents of *social change*.

— REV. BRIAN J. SHANLEY, O.P., PRESIDENT
September 2005 Inaugural Address

The goal of a Providence College liberal education is to help our students know and embrace their role in God's loving plan and to pursue it with excellence. Transformed by wisdom and enabled by grace, our students will live lives of virtue, purpose, and meaning that will help transform society.

As a premier Catholic liberal arts institution, Providence College will continue to embody the rich intellectual and spiritual tradition unique to the Dominican Order, one that spans more than seven centuries. Since the Order's inception, the Dominicans have valued and promoted study and the life of the mind as ways of understanding the created order, coming to know the Creator, and thus reflecting the divine image.

The motto of the Dominican Order and of Providence College is *Veritas*, truth, and the College's deepest mission is to teach its students to love and live in truth. In a world in which education has become something of a commodity, Providence College remains committed to the proposition that the goal of a college education is to grow into the image and likeness of God through the contemplation of truth.

Truth refers to the particular truth that is being pursued, the cumulative unity of all knowledge, and the ultimate Truth that sets us free. Therein lies the freedom that traditionally has been the goal of a liberal arts education. It is a characteristic feature of the Dominican tradition that truth is viewed as a unified whole in which faith and reason are compatible, complementary, and point to a single truth.

We believe that the passion for truth is a God-given gift and the most powerful agent of personal and social transformation. Providence College exists for the sake of inculcating this passion for truth in every member of its community.

As the only college in the United States founded and administered by the Dominican Friars, Providence College has remained true to its mission and distinctive competencies—a Catholic and Dominican education, teaching excellence in the liberal arts, and values-centered character formation.

The following strategic plan has been developed by the leadership of the College to fashion a vision for its future that is aligned closely with the College's mission and core values. We believe that completing the initiatives described in this plan will enable us to take Providence College from *good to great* and will enable us to provide our students with a life-changing educational experience.

Brian J. Shanley, O.P.

Rev. Brian J. Shanley, O.P.

Our Vision



PROVIDENCE COLLEGE will be a nationally recognized, premier Catholic liberal arts institution of higher learning that embodies the rich intellectual and spiritual tradition of the Dominican Order, and whose students, transformed by wisdom and enabled by grace, lead lives of virtue, purpose, and meaning—lives that will transform society.

Achieving the Vision

This Vision is built upon *five core values* and related strategies:

- Honoring the Catholic & Dominican Mission of Providence College
- Enhancing Academic Excellence
- Embracing Diversity
- Preparing Our Students for Lives of Meaning & Purpose
- Building Lifelong Relationships, Growing Financial Resources, & Increasing Overall Institutional Effectiveness





Honoring the Catholic & Dominican Mission:

We will *revise* the College's Mission Statement and *provide* the resources to ensure that the Catholic and Dominican mission of Providence College is clearly understood and embraced, affects and animates all that we do, and, in this way guides the transformation of self and society to which the grace of God invites us.

The Vision Realized:

A **CAMPUS CULTURE** that is mission-driven, student-centered, and aligned with the institution's core values

REGULAR OPPORTUNITIES for members of the College community to reflect on and integrate the Catholic and Dominican mission in their teaching, scholarship, work, study, and service

MEANINGFUL INTELLECTUAL, RELIGIOUS, AND SPIRITUAL programs that reflect the Catholic and Dominican mission, and opportunities for faith-inspired community service and advocacy based on Catholic social teaching

BROAD AND READY ENGAGEMENT with Dominicans by students, alumni, and friends and supporters of the College

Initiatives



HAVING SURVEYED THE COLLEGE COMMUNITY ABOUT ITS UNDERSTANDING AND EXPERIENCE OF THE MISSION, and engaged in campuswide 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.

WE WILL INCREASE OPPORTUNITIES FOR SERVICE by implementing Faith *Works*, a program of domestic service for incoming students, and by implementing programs for international service; will revise the Rite of Christian Initiation of Adults (RCIA) program and increase the number of faith formation programs; and will initiate Faith *Speaks*, a program of outreach and evangelization that includes seminarian interns and a postgraduate residential service program for recent alumni/ae.

WE WILL ESTABLISH A GUEST LECTURE SERIES to bring notable figures to campus to address issues of theological and spiritual significance to the College community, including the four major endowed lectures in the Center for Catholic and Dominican Studies, and having surveyed alumni/ae about their needs and desires in this regard, initiate a program of lectures, days of reflection, and retreats for local alumni clubs.

WE WILL EXPAND THE FR. PHILIP A. SMITH, O.P. STUDENT FELLOWSHIP PROGRAM which provides students with opportunities for study or service abroad in a Catholic and Dominican context.

WE WILL BEGIN AN INTERNATIONAL TRAVEL-PILGRIMAGE PROGRAM called *In the Footsteps of St. Dominic* that will enable faculty, staff, alumni/ae, parents, donors, and trustees to visit places of historic Dominican significance in the company of Dominicans. We will do so with a view to enhancing their experience and understanding of the Dominican Order and its spirituality, and how they should affect the life and work of the College.

WE WILL ESTABLISH AND SEEK DONOR AND FOUNDATION SUPPORT FOR A PROGRAM OF VOCATIONAL DISCERNMENT, tentatively called *Providential*, that will bring the lens of faith and discernment to questions of career, major, service, and life dedication, whether in religious life and priesthood, or in marriage. This will operate in collaboration with offices and programs such as Career Services, the Center for Student Engagement, the Feinstein Institute, and Academic Advising.



Enhancing Academic Excellence

By *capitalizing* on and *promoting* the unique qualities of Providence College, we will establish the College as a nationally recognized, premier, Catholic, liberal arts college that is a first-choice destination school.

The Vision Realized:

A RE-IMAGINED CORE CURRICULUM, built on mission-related learning goals, characterized by rigorous academic expectations, and distinguished by the pedagogy of the disputed question

A HIGHLY ACCOMPLISHED AND DIVERSE STUDENT BODY, unencumbered by financial barriers to sharing in the PC experience, and engaged intensely in learning during and beyond their years as students

A RENOWNED AND DIVERSE FACULTY, educated at the best graduate schools in the United States and abroad, and dedicated to exceptional teaching, scholarship, and service

A SCHOOL OF BUSINESS RECOGNIZED INTERNATIONALLY for its quality by the Association to Advance Collegiate Schools of Business International (AACSB) and aligned fully with the core goals and values of a Catholic and Dominican liberal arts education

AN ACADEMIC CULTURE committed to accountability, continuous improvement, and meaningful assessment of learning, overall institutional effectiveness, and quality

Initiatives



WE WILL 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.

WE WILL RECRUIT AND RETAIN SUPERIOR FACULTY who will contribute to the mission of the College, who are exceptional scholars and teachers, and who will help to attract highly qualified and diverse students.

WE WILL CREATE A CENTER FOR THE STUDY OF HUMANITIES SCHOLARSHIP IN WESTERN CIVILIZATION to serve as an intellectual center of interdisciplinary teaching, learning, and research, aligned with, and supportive of, the curricular and co-curricular goals of the College's Development of Western Civilization Program.

WE WILL CREATE A CENTER FOR STUDENT ENGAGEMENT to promote, enhance, and expand the College's efforts to engage students deeply in their learning through expanded experiential research, study, and service opportunities, and by recognizing publicly students' best scholarly and creative work.



WE WILL EARN AACSB ACCREDITATION FOR THE SCHOOL OF BUSINESS in 2012 by meeting or exceeding all standards with respect to strategic management, participants, and assurance of learning, and will provide the support and facilities to develop a distinctive practice-based curriculum model building on the liberal arts and virtue ethics to ensure that our students are equipped to compete in the global economy.

WE WILL REPOSITION THE SCHOOL OF CONTINUING EDUCATION as the school of first choice for motivated adult learners and invest in graduate programs related only to areas of academic strength and capacity.

WE WILL MEET A HIGHER LEVEL OF STUDENT FINANCIAL NEED and will reduce the amount of student loan indebtedness of our graduates through aggressive fundraising and strategic deployment of institutional aid.

WE WILL ESTABLISH A CULTURE OF ACCOUNTABILITY AND CONTINUOUS IMPROVEMENT in the academic community by conducting external reviews of all academic departments, programs, and offices; by establishing a faculty post-tenure review and development program, including provisions for merit-based compensation; and by conducting authentic annual assessment of learning and performance goals, on a department-by-department basis.



Embracing Diversity

Recognizing that all are made in God’s image and likeness, we will *promote* a campus culture that is respectful of the dignity of every individual and in which diversity in many forms and expressions is valued and appreciated.

The Vision Realized:

A CAMPUS COMMUNITY that mirrors the catholicity of the Church in all of its diversity, and that is inclusive and welcoming of all

A CULTURE IN WHICH DIVERSITY IS CONSIDERED in every aspect of campus life and is a factor in, and component of, institutional decision-making

A CAMPUS CLIMATE THAT INSPIRES respect and that provides support for the academic, social, and personal development of diverse students, faculty, and staff

Initiatives



WE WILL 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 the focal point to strengthen existing, and create new, diversity-related programs and initiatives.

WE ACTIVELY WILL RECRUIT, SUPPORT, AND RETAIN diverse faculty, staff, students, and Trustees.

WE WILL INTEGRATE DIVERSITY EXPLICITLY AND MEANINGFULLY INTO THE COLLEGE’S CURRICULUM by requiring proficiency in the area of diversity/cross cultural understanding and by extending a more global outlook into the study of the Development of Western Civilization.

WE WILL PROVIDE ONGOING OPPORTUNITIES FOR COMMUNITY INTERACTIONS to facilitate greater understanding of, and appreciation for, the value of diverse perspectives and voices.

PROVIDENCE COLLEGE—STATEMENT ON DIVERSITY

As a Catholic and Dominican institution of higher education, Providence College “recognizes the unity of the human family that proceeds from its one Creator” and “encourages the deepest respect for the essential dignity, freedom, and equality of every person.”¹ Commonalities are celebrated, especially those that center on a shared commitment to the pursuit of truth and a shared obligation to treat one another with kindness and compassion. Diversity in its many forms and expressions is valued and appreciated; therefore, all community members are encouraged “to talk and listen to, and to learn from one another.”²

Providence College believes that a diverse community is one in which its members enjoy dynamic, reciprocal, and, above all, compassionate interactions, reflective of St. Dominic’s “wide embrace” of all peoples.³ We invite current and prospective members of the community to grow and learn from the diverse voices on the campus and in the greater world.

¹ Mission Statement of Providence College.

² Fr. Timothy Radcliffe, O.P., Talking to Strangers. An address given at Yale University, October 8, 1996.

³ Blessed Jordan of Saxony’s description of St. Dominic’s charity as quoted in Gerard de Frachet’s 13th century Lives of the Brethren.



Preparing Our Students for Lives of Meaning & Purpose

We will *promote* a developmental approach to education and student life that strives to build in our students a deep sense of personal and community responsibility, and prepares them to be successful and productive members of society.

The Vision Realized:

A HOLISTIC APPROACH to student development and wellness that reflects the unity of mind, body, and spirit

A ROBUST PROGRAM of student and career services that prepares our students for future success

STRATEGIC ALLIANCES WITH GOVERNMENT and community leaders that will generate opportunities for civic engagement and service to others; will showcase the College's contribution to the City of Providence, the State of Rhode Island, and the greater world community; and will inspire our students to live lives of purpose and integrity

A HIGHLY-RESPECTED, student- and mission-centered varsity athletics program in which each student athlete receives the training and support necessary to reach his or her full academic, athletic, and human potential

Initiatives



WE WILL 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 student life.

WE WILL 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.

WE WILL EXPAND availability of career services to include the College's MBA and other graduate student population, creating a comprehensive postgraduate career services program.

WE WILL BE INVOLVED AND VISIBLE IN THE LOCAL COMMUNITY by providing a wide variety of community service/outreach and servicelearning 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.

WE WILL 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.

WE WILL EXPAND ATHLETIC SCHOLARSHIP OPPORTUNITIES, aid in the recruitment of premier coaches, and lead to the construction and renovation of state-of-the-art athletic facilities.



Building Lifelong Relationships, Growing Financial Resources, & Increasing Overall Institutional Effectiveness

To provide for the highest quality of education, to continually improve the utility and physical beauty of the campus and its facilities, and to support the College mission and all strategic priorities, we will adhere to sound business practices and will establish and strengthen lifelong relationships with key constituents (students, parents, friends, alumni, corporations/foundations) to increase and sustain philanthropic support for the College.

The Vision Realized:

A CULTURE in which the College community embraces continuous improvement and is committed to ongoing assessment of quality

STATE-OF-THE-ART, well-maintained academic, residential, social, and athletic facilities that enhance the quality of life for our students and that provide appropriate environments for community, recreation, and learning

A ROBUST NETWORK of regional alumni clubs committed to establishing lifetime connections to the College

AN ENDOWMENT that provides us with the ability to invest in enhanced curricular and co-curricular programs that are worthy of our mission and reputation; to hire stellar faculty and staff; to more fully meet the financial need of our student body; and to help us realize the full potential of our strategic initiatives

A STRONG CULTURE OF PHILANTHROPY in which giving back to PC has become second nature for graduates from all decades

Initiatives



WE WILL DEVELOP A NEW BRAND AND POSITIONING STRATEGY to support the College as a nationally known, first-choice, destination school.

WE WILL 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.

WE WILL 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.

WE WILL USE PERTINENT AND OBJECTIVE DATA to drive decision-making and we will strengthen our campus-wide assessment program, including the purposeful use of external, independent evaluations in order to promote continuous improvement and overall institutional effectiveness.

WE WILL ENHANCE OUR ALUMNI NETWORK through a focused program of communication, career programming and outreach, ongoing celebration and promotion 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.

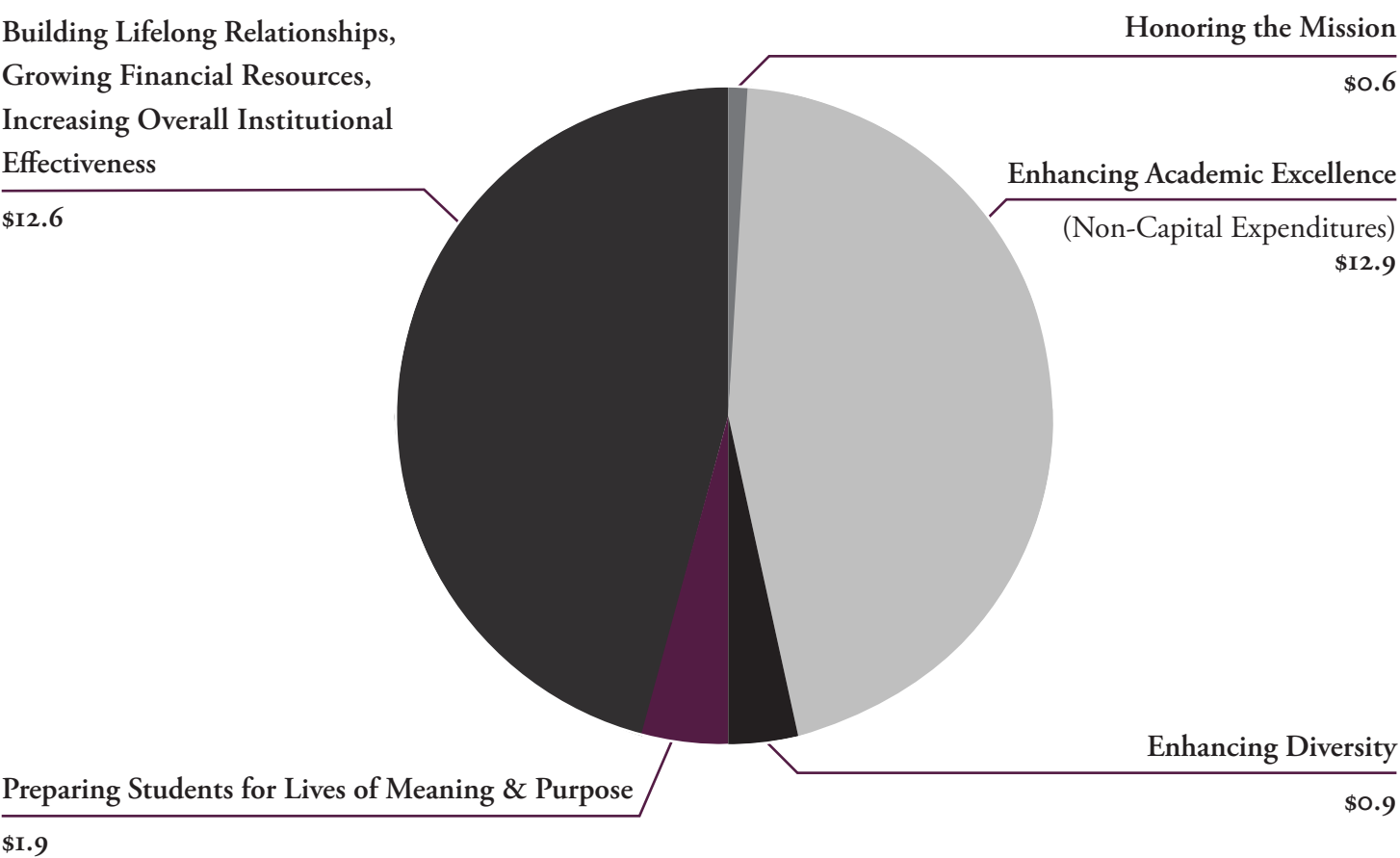
IN ALIGNMENT WITH THE COLLEGE'S 2017 CENTENNIAL CELEBRATION, we will advance our comprehensive campaign: "Our Moment: The Next Century Campaign for Providence College."

Strategic Financing Plan

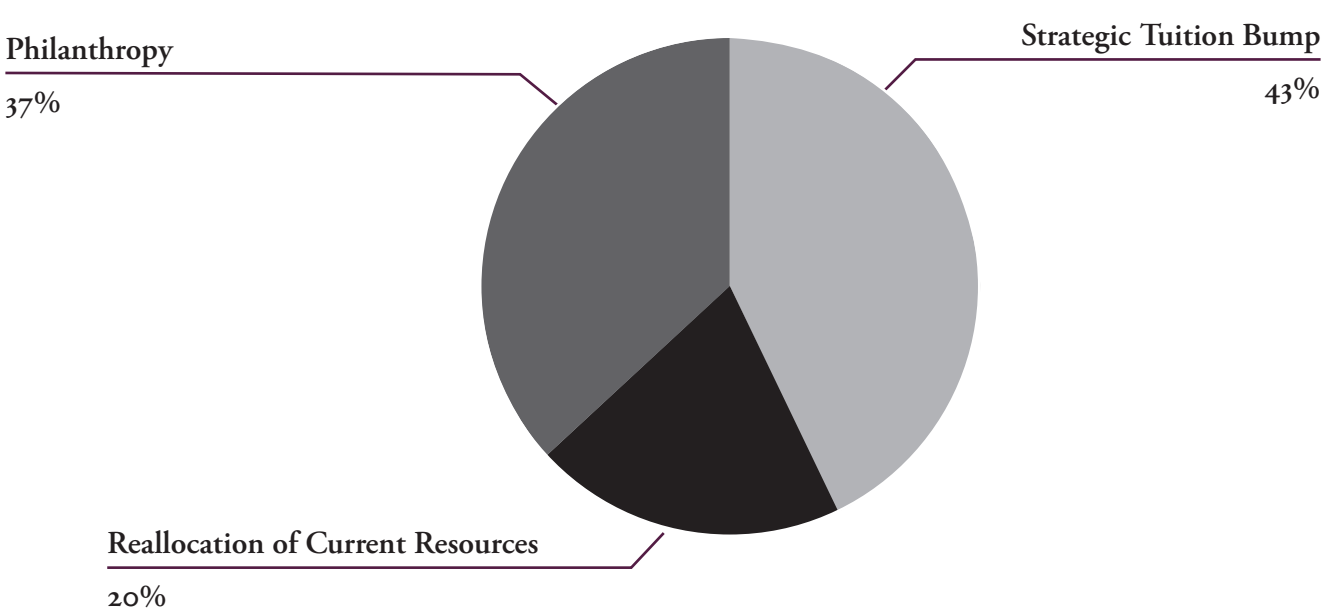


The quest to become a nationally recognized, premier, Catholic liberal arts college will require a vast amount of additional resources. Comprehensive financial planning has been developed to support the implementation of the Strategic Plan. Many of the initiatives will not make demands on the College budget and others can be met with existing financial resources. The full implementation of the Plan, however, will call for substantial new funding. The Plan is, therefore, closely aligned with the “Our Moment” comprehensive campaign and many initiatives will be funded through the College’s philanthropic efforts. Certain other initiatives, including major capital projects, will be partially or fully financed through the prudent issuance of debt.

Costs of Initiatives (Millions)



Funding the Initiatives (Millions)



Measuring Our Success

AS WE IMPLEMENT THE INITIATIVES set forth in this Strategic Plan, we will evaluate regularly our progress toward realizing our Vision for 2015. To that end, we have developed a list of key, but not exhaustive, measures against which we will track our progress. The measures listed below are objective and quantifiable and allow us to both evaluate ourselves internally and to provide meaningful comparisons to our peer institutions. In our Vision, we aspire to provide our students with a life-changing educational experience and to become a first-choice destination Catholic liberal arts college. We are committed to academic excellence (reflected in innovative teaching and learning, and leading to

SELECTED MEASURES	HONORING THE CATHOLIC & DOMINICAN MISSION	ENHANCING ACADEMIC EXCELLENCE	EMBRACING DIVERSITY	PREPARING OUR STUDENTS FOR LIVES OF MEANING AND PURPOSE	BUILDING RELATIONSHIPS, GROWING RESOURCES,...
Admission Indicators—Undergraduate Day School					
# Applications		X	X		X
% Acceptance Rate		X	X		
% Yield Rate		X	X		X
# Liberal Arts Honors Students		X	X		
Student Diversity Demographics	X	X	X	X	
Student Academic Quality Indicators		X		X	
% Students Claiming PC “first choice”	X	X	X		X
Financial Aid Indicators—Undergraduate Day School					
% Student Need vs. Financial Aid Award (gap analysis)	X	X	X		X
Average Student Debt at Graduation	X	X	X		X
Faculty/Staff Indicators					
% Faculty with Terminal Degrees		X			
% Faculty with Degrees from Top Institutions		X			
# Teaching/Research Awards or Fellowships		X			
# Endowed Faculty Chairs and Professorships		X			X
Faculty Diversity Demographics	X	X	X	X	
Staff Diversity Demographics	X	X	X	X	
Student Outcome Indicators					
Retention and Graduation Rates		X	X	X	
% Students who Study Abroad		X	X	X	
Assessments of Student Learning and Engagement	X	X	X	X	
Assessments of Student Attitudes, Beliefs, and Behaviors	X	X	X	X	
Assessments of Student Satisfaction	X	X	X	X	
# Post-baccalaureate Student Honors/Awards		X		X	
Employment and/or Continuing Education Rates/ Related Statistics		X		X	X

sustained intellectual growth in our students); spiritual growth and personal development in our students; diversity and strong community alliances; and institutional accountability and continuous improvement. The measures listed below focus on these qualities and impact one or more of the institutional core values that guide our Strategic Plan. Since financial resources and philanthropy are essential in enabling us to provide this life-changing educational experience, measures of success in this area are also included. In many instances, benchmarking results to relevant comparison institutions or groups will assist in evaluating progress.

SELECTED MEASURES	HONORING THE CATHOLIC & DOMINICAN MISSION	ENHANCING ACADEMIC EXCELLENCE	EMBRACING DIVERSITY	PREPARING OUR STUDENTS FOR LIVES OF MEANING AND PURPOSE	BUILDING RELATIONSHIPS, GROWING RESOURCES,...
Course/Program Indicators					
Student/Faculty Ratio		X			X
Average Class Size		X			X
% New Core Curriculum Courses Approved/# Seats Available		X			
Learning Management System Analytics		X			X
Results of External Academic Program Reviews	X	X	X	X	X
Community Involvement/Success Indicators					
#/% Students/Faculty/Staff Engaged in Mission & Ministry Activities	X			X	
#/% Students/Faculty/Staff Engaged in Community Service Activities	X	X	X	X	
#/% Students Engaged in Leadership, Involvement, Wellness Activities			X	X	
# “Town/Gown” (PC/Providence) Initiatives	X	X	X	X	X
Learfield Sports Directors' Cup Standings (Division I Athletics)				X	X
Public and Internal Web site Analytics					X
% Departments/Programs with High-Quality Annual Assessment Work	X	X	X	X	X
Financial Resources & Philanthropy Indicators					
Total \$/% Change in Annual Giving					X
Total \$/% Change in Total Giving (cash and pledges)					X
Total \$/% Change in Corporation/Foundation Giving/ Government Grants					X
Total \$/% Change in Engagement Groups’ Giving					X
Total \$ Value/% Change in Giving to the Endowment					X
# Harkins Society Members					X
Alumni Giving % Participation Rate				X	X
#/% Total Donors					X
# Regional Alumni Clubs				X	X
# Class Agents				X	X
Reunion: Total \$/% Change in Giving, # Attending, # Volunteers					X
Alumni Recognition Indicators				X	X



PROVIDENCE
COLLEGE