

Saint Mary's College of California

Moraga, CA

Strategic Plan, 2007-12

April 13, 2007

Building on Strengths
Strategic Planning Steering Committee

Table of Contents

1.	Introduction and methodology	3
2.	Emerging themes and objectives	3
3.	The plan	7
1.	Students	7
2.	Academic programs	10
3.	Faculty and staff	12
4.	Facilities and grounds	14
5.	Advancement and funding	15
6.	Administration, decision-making structures, and effectiveness	16
7.	Corporate structure	18
8.	Long range and continuous strategic planning	18
9.	Implementation and funding	19
5.	Estimated Cost of Implementation (table)	21

1. Introduction and methodology

In the spring of 2006, the Board of Trustees charged the president with putting together a medium-range strategic plan for Saint Mary's College. This plan would prepare the College for further and longer-term strategic planning, capitalize on building support for the new presidency, and set the stage for the sesquicentennial campaign in 2013.

The presidentially-appointed steering committee, with membership reflecting all of the College's constituencies, was charged with bringing back to the president in the spring of 2007 a recommended strategic plan. This Building on Strengths Steering Committee held its first meeting in June of 2006, hearing from the consultant, William Weary of Fieldstone Consulting, Inc., and discussing and agreeing on a planning process. In early September, the committee assisted with preparations for on-site interviews and retreats in October, met with the consultant during his week at the campus, and edited the draft of the plan through the January term and spring semester.

The planning process was designed to be comprehensive of all issues currently on the College's agenda or expected to appear on it during the life of the plan, inclusive of all of the College's constituencies, and intensive in its consultation.

In addition to reading voluminous College materials in advance of his visit to the campus, Weary also interviewed some one hundred constituents; held retreats for undergraduates, graduate students, and faculty and staff; prepared and reviewed the results of a survey for alumni; and wrote a draft of the plan for the steering committee to use as a preliminary draft of this strategic plan.

2. Emerging themes and objectives

Throughout the Saint Mary's community, consistency appeared with respect to overall goals and direction. With considerable pride in the College's distinguished history, as well as its many high quality programs, members of the community spoke to several important themes:

- *Community.*
- *Efficiency and convenience.*
- *Facilities.*
- *Funding.*
- *Clarity of mission.*
- *Direction and decision-making.*

No matter the group speaking, the need for inclusiveness and community came through loud and clear. There was a strong desire for bringing all together in harmony, civility, and respect. The College's recent initiatives to form a clear Lasallian identity among all constituencies have had a positive effect on the community, and they have engendered a desire for more focus and definition on the Lasallian mission. One group of faculty and staff, reflecting on the College's identity, noted that "The Lasallian education and formation have become a part of being a community member (for staff, students, faculty, and alumni). As a result of Lasallian identity, students have found their personal and professional vocations." Therefore, the group concluded, "The Lasallian identity needs to be fostered, nurtured, and promoted on a continual basis at all levels." This special emphasis on Lasallian formation came along with a desire for the Catholic and liberal arts aspects of the College's mission to infuse academic and cocurricular programming.

One special question was how the traditional Lasallian concern for the disadvantaged played out in admission and the design and delivery of programs. All were clear that those students accepted should in fact be served. There also was consensus that the College cannot and should not serve everyone, and that both strong desire and the ability to succeed in a premier liberal arts college were required of all who came.

The constituencies, particularly alumni, voiced much pride in the Collegiate Seminar Program, along with the rest of the College's academic programming, but also expressed a need for effective review of programs, including the core curriculum. There is a desire for the delivery of academic and co-curricular programs of relevance and excitement that engage all students.

The College has successfully enrolled one of the country's most diverse student bodies, and there was a strong desire to both increase cultural competency and expand diversity for faculty and staff.

All constituencies expressed the importance of efficiency and convenience in daily operations. Students require services that respect their time and schedules, and faculty need time to teach, do research, and advise their students, as well as provide the College with needed service. Administrators want to provide support and leadership, not chase paper and engage in lengthy discussion. Alumni want quick response and potential for meaningful engagement.

High on everyone's list was concern for the College's facilities. Facilities should advance the College's mission, attract visitors and potential students, and consume as few resources – in finances, time, and energy – as possible. As one athlete said, "We're asked to compete successfully in Division I and expected to do it with mediocre high school facilities."

A keen awareness of the College's fiscal pressures underlay all conversations. With an endowment of \$150 million, the College still comes up short in implementing its very reasonable desires for the future. Tuition is already high, and significant endowment growth will likely take many years.

Again and again in the faculty and staff retreats the desire arose for a strong strategic plan and the sense of direction that accompanies it. For some years, the College has lived with difficult circumstances, only to see the picture brighten considerably and hope arise. But for hope to be meaningful, clear goals must be in sight—as well as the means to reach them. A shared vision and a set of strategies for reaching it are, of course, another form of the “community” identified as a theme. The concern for a vision has another side as well, the frequently expressed worry that the College might stagnate, fall from its mission, and prove noncompetitive.

Along with the desire for vision comes the desire for clarity in decision-making that would support the excellent work being done; all constituencies expressed a need for leadership that would appreciate, encourage and inspire; lift standards further; create and enforce accountability; and communicate success

Considering these emerging themes, as well as the voluminous data compiled by the consultant, the steering committee developed a set of primary objectives for the College:

1. Deepen the understanding of and commitment to the College's mission.
2. Develop a stronger sense of community.
3. Enhance the diversity and cultural competency of faculty, staff, and students.
4. Promote civil, effective, and cooperative communication.
5. Develop a cohesive, integrated, and inclusive academic identity that includes graduate and undergraduate programs.
6. Improve the College's academic standing both locally and nationally.
7. Maintain an effective, engaging, and challenging curriculum for all students.
8. Enhance our national reputation and contributions as a leader in social justice and service.
9. Expand global awareness and engagement.

10. Develop an engaging and rewarding co-curricular experience.
11. Enhance the intercollegiate athletic experience.
12. Provide an affordable educational experience.
13. Attract academically strong and motivated students.
14. Raise the level of alumni engagement and support.
15. Attract and retain a faculty that is diverse, highly qualified, and fully engaged.
16. Encourage excellence in scholarship, teaching, and service.
17. Provide competitive compensation and benefits.
18. Expand, improve, and support the use of technology.
19. Ensure modern, sufficient, and well-maintained facilities.
20. Incorporate sustainable practices and environmental awareness.
21. Improve the College's financial condition, including endowment.
22. Develop more effective administrative structures and decision-making processes.
23. Develop a culture of assessment-based decision-making and strategic planning.

The following tasks have been identified to achieve these objectives.

3. The plan

1.0 Students

Students come first in this strategic plan. The College wants to serve its students well, and it wants to attract and retain those it can serve best. The tasks in this section result from increased knowledge about the students. The initiatives are designed to engage students and promote a strong and shared sense of community.

The College's capacity for on-campus undergraduate enrollment is fixed at 3,000 students and 70% residency by the 1990 plan approved by the Town of Moraga. On-campus enrollment is assumed constant for the life of this plan. Overall undergraduate enrollment is expected to decline with the teach-out of programs in the School of Extended Education. Although increases in graduate enrollment may occur, it is assumed constant for the life of the plan.

The student leaders who took part in the undergraduate and graduate retreats praised the high quality of the College's academic programs and faculty. Undergraduates also spoke of high standards overall, the Lasallian mission, the sense of community they felt, the College's small size, and personal relationships with each other and faculty. The graduate students loved the engagement their classes provided, the relevance of the material, and knowing first hand that in each of their fields, Saint Mary's programs are among the best in the Bay Area.

The students spoke to a need for more evident admission standards, more financial aid, greater market visibility, and pronounced improvement in customer service. Undergraduates were particularly concerned with keeping as many of the students on campus as possible for all four years, building a stronger sense of community and engagement among students, better communications about how their tuition dollars were spent, a revitalized curriculum, and more technology. Graduate students wished for a greater sense of engagement with Saint Mary's as a whole, more coordination of graduate programs with each other and with undergraduate programs as well, and a greater sense of respect from the College.

Faculty and staff clearly admire our students, but also appear concerned by their lack of academic preparation (particularly a growing gap between the

most and least prepared students), and a lack of cultural awareness. As one group put it, "SMC needs to provide adequate resources for student support, for recruitment and retention, to review its curriculum, and to be more aware of the global community."

- 1.1 By July 1, 2007, the president will include a budget item for additional undergraduate financial aid, funded by a previously accumulation-only board endowment reserve of \$21 million. By October 15, 2010, the College will reach its goal that 25% of the undergraduate student body be Pell Grant eligible.
- 1.2 By July 1, 2007, the vice president for College Communications will appoint a director of scheduling and promotion to develop, adapt, and maintain a single online calendar of College events in order to ensure appropriate coordination and logistics surrounding each event. By the close of the 2007-2008 academic year, the scheduler will develop and apply a comprehensive means of organizing and communicating the College calendar.
- 1.3 By July 1, 2007, the provost will charge the vice provost for undergraduate academics and the dean of academic advising and achievement with developing a comprehensive plan for services and support to enhance the overall academic performance of the student body. Specific attention will be given to students identified as potentially needing additional support services, based on incoming preparedness indicators (GPA, SAT, ACT, etc.). This plan will be delivered to the provost by October 15, 2007. By July 1, 2008, the president will allocate funds to support the implementation of this plan.
- 1.4 By July 1, 2007, the Board of Trustees will have considered whether graduate programs may award scholarships that are not financially supported by endowment or gifts. The potential costs and impact on enrollment of awarding financial aid should be factored into the strategic plans of individual programs and schools.
- 1.5 By July 1, 2007, the provost will charge the vice provost for undergraduate academics, the dean of academic advising and achievement, and the Admissions and Academic Regulations Committee with providing an assessment of undergraduate academic advising. This task force will consider equity among professors and departments, training, and overall effectiveness of the system. The task force will submit their assessment and recommendations to the provost by February 1, 2008.

- 1.6 By July 1, 2007, the president will charge the director of athletics with delivering, by May 1, 2008, a comprehensive assessment of the Athletic and Recreational Sports Strategic Plan (2005).
- 1.7 By July 1, 2007, the provost will charge the Campus Deans Committee with submitting, by July 1, 2008, a plan for the full development of community life and broad engagement outside the classroom, including the enhancement of student space and the use of the Bay Area as a resource.
- 1.8 By July 1, 2007, the president will charge the vice president for mission with submitting, by July 1, 2008, a plan for the continued enhancement of the College's liberal arts, Catholic, and Lasallian traditions.
- 1.9 By July 1, 2007, the president will charge the vice president for finance with producing an analysis of the fiscal implications of various levels of graduate and undergraduate enrollment, including residential numbers. The vice president's analysis will involve the other task forces addressing issues of enrollment, financial aid, and academic programming,. Models for ongoing analysis will evolve with time and will be shared with the cabinet, the Budget Committee and Board of Trustees' Finance Committee. The initial report will be due on July 1, 2008.
- 1.10 By July 1, 2007, the president will charge the vice president for communications with submitting, by September 1, 2008, a marketing plan for the College, to include strategies for advancing the institution's overall visibility, and for achieving its undergraduate and graduate program enrollment and advancement priorities and goals. The plan will be informed by related initiatives, including enrollment modeling and student metrics. By July 1, 2009, the president will allocate funds for increased marketing of undergraduate and graduate programs.
- 1.11 By September 1, 2007, the provost will appoint a task force to develop metrics of student background, academic competency, engagement, community service, and mission-alignment. These metrics will apply to undergraduate and graduate students and will provide a means to assess applicants, accepted students, entering students, graduating students, and alumni. They will serve as the foundation for future policy, budget, program, and facilities decisions. The recommended metrics will be returned to the provost by June 1, 2008.
- 1.12 By July 1, 2008, the president will allocate funds to enhance the technological capabilities of the enrollment management office.

- 1.13 By July 1, 2008, the president will appoint a task force chaired by the vice provost for enrollment and including the vice provosts for academic affairs and student life, one or more graduate program directors, a graduate student, and an undergraduate, to assess and enhance the friendliness, timeliness, and effectiveness of all student services. Advising, registration, student records, student accounts, technology services, financial aid, facilities maintenance, health services, residential life, and career counseling will be addressed. This task force will report back to the president by July 1, 2009.

2.0 *Academic programs*

Saint Mary's College is characterized by its commitment to academic programming that emphasizes shared inquiry, the treatment of the student as a whole person, and a Lasallian commitment to social justice. Its Collegiate Seminar and January Term programs, currently under review along with the rest of the core curriculum, holds continued potential for adaptation to the needs of twenty-first century education.

For nearly 50 years, the College has committed itself to developing and delivering excellent graduate programs befitting and advancing the College's threefold mission. These graduate programs deserve greater market visibility and structures that will allow for their coordination and further integration into the full life of the College.

Campus concerns include the need for enhanced financial and administrative support for academic programs, appropriate staffing and facilities, and consistent application of academic rules and regulations. While the College has excelled in ongoing review of its academic programs, it should continue to refine these processes so that programs can be renewed and enhanced.

These tasks reflect emerging curricular and co-curricular initiatives (social justice, environmental awareness, and global awareness) clearly voiced in the campus retreats and consistent with the College's mission. These initiatives should enliven the curriculum and student life as well as bring recognition to the College. The College should continue to identify, develop, and assess such initiatives as appropriate.

- 2.1 By July 1, 2007, the president, in consultation with the provost and the vice president for advancement, will appoint a grant-writer to assist faculty with writing proposals and securing and managing grants and contracts.

- 2.2 By July 1, 2007, the president, in consultation with the dean for academic resources, will begin to allocate funds for additional library resources, including support staff, funds for collections, and facilities enhancement.
- 2.3 By July 1, 2007, the president will charge the vice president for mission with developing, by May 1, 2008, a strategic plan for diversity at the College. This plan will be developed in consultation with the Celebrating Diversity Committee and will be consonant with the College's 2007 report to WASC.
- 2.4 By July 1, 2007, president will charge the provost with providing greater support for graduate programs, including program development, enrollment support, staffing, facilities, and the generation of shared programs in admission, financial aid and marketing. By October 15, 2007 the provost will provide the president with an analysis of workflow and functions needed, and a proposal for how those needs will be met.
- 2.5 By July 1, 2007, the president will charge the provost with submitting, by January 1, 2009, a five-year academic plan—graduate and undergraduate—including program expansion, projected enrollments, needed staffing and space, and potential costs and revenue.
- 2.6 By September 1, 2007, the president will charge the Social Justice Coordinating Committee, in consultation with the AAC&U Core Commitments team, with developing a unified vision for strengthening the coherence of social justice education across academic and student life areas. The committee will develop a multi-year action plan for increasing the engagement of Saint Mary's students with social justice issues. The Social Justice Coordinating Committee will report back to the president by September 1, 2008. By July 1, 2009, the president will begin to allocate funds to support the multi-year action plan...
- 2.7 By December 1, 2007, the president will charge the vice provost for academics with developing a multi-year action plan in support of greater international and global awareness among students, faculty and staff. Working with the Center for International Programs, the International Programs Coordinating Committee, campus deans, current and emerging initiatives will be identified and developed, including those that support international experiences and exchanges for faculty, students, and staff, curricular and co-curricular initiatives. This action plan will be completed by December 1, 2008.

- 2.8 By July 1, 2008, the president will charge the provost with submitting an assessment of the Program Review process, including the approval and closure of academic programs and periodic review of the core curriculum. In order to complete this assessment, the provost will consult with the Program Review Committee, the vice-provost for academic affairs, and the academic deans. By May 1, 2009, the provost will make recommendations to the Academic Senate and the president.
- 2.9 By December 1, 2008, the president will charge the provost with development of a multi-year action plan in support of greater awareness among students, faculty and staff regarding the related issues of environmental awareness and sustainability. This action plan can be given context by, among other perspectives, a Lasallian view concerning stewardship of resources, and concern for and sensitivity to issues of equitable development and justice. Current and emerging initiatives will be identified and developed. The provost will complete this action plan by December 1, 2009.

3.0 Faculty and staff

Saint Mary's College has been blessed with the caring and excellence of its faculty and staff. The charism of the Christian Brothers has pervaded the College and guided its development as a Catholic and Lasallian institution.

The College's mission and identity, along with its location in the Bay Area, has allowed it to attract, hire, and retain competent and dedicated faculty and staff. But Saint Mary's must face many challenges when considering the renewal and strengthening of its faculty and staff. As the College steadily increases the diversity of its student body, it must also build that diversity within its faculty and staff. Underlying all of these challenges lies the need for fair and appropriate compensation.

The community also wishes to make sure that all faculty are fully engaged. One retreat advised that "very careful attention must be given to the selection and mentoring of faculty if we are going to be faithful to our mission."

- 3.1 On July 1, 2007, the College will begin the implementation of the Emeriti Retirement Health Solutions Program. At this time, the president will charge the provost and vice president for finance with an ongoing assessment of this program, beginning with an initial report due September 15, 2007.

- 3.2 By July 1, 2007, the president will charge the Dean of Faculty Development, working with the Faculty Welfare Committee and the Committee on Teaching and Scholarship, with providing, by November 1, 2007, an analysis of how best to enhance the faculty's professional development. By July 1, 2008, the president will allocate funds, if requested, to enhance faculty development.
- 3.3 By July 1, 2007, the president will charge the provost, in consultation with the Academic Senate, to review attaching tenure to departments or programs. The provost will report to the president by December 1, 2007.
- 3.4 By July 1, 2007, the president will charge the director of Human Resources, in consultation with the Staff Council, with preparing, by October 15, 2008, a study of staff compensation. This study will include an external assessment of staff compensation levels, including internal equity and market benchmark comparisons, and it will set reasonable measures of progress. By July 1, 2009, the president will begin to allocate additional funds that may be necessary to meet the goals and benchmarks resulting from this work.
- 3.5 By July 1, 2007, the president will charge the Faculty Salary Review Task Force with a review of faculty compensation. The Task Force will review the faculty salary policy, reexamining competitive benchmarks, considering flexibility in meeting College needs (e.g., "hard-to-hire" positions), and addressing the need to attract and retain excellent faculty. Reasonable measures of progress will be set. The group will report back by October 15, 2008. By July 1, 2009, the president will begin to allocate additional funds that may be necessary to meet the goals and benchmarks resulting from this work.
- 3.6 By September 1, 2007, the president will charge the vice president for finance, in consultation with the Staff Council, with a review, by May 1, 2008, of the ongoing assessment procedures for staff, including the periodic review of senior administrators. The periodic reviews should automatically include specified input from those working with and for senior administrators.
- 3.7 By September 15, 2008, the president, in consultation with the Academic Senate, will appoint a task force, including the provost and several former members of the Rank and Tenure Committee, to provide an analysis and recommendation regarding performance review of faculty. The task force should consider the existing criteria for promotion and tenure, the process by which data is collected, and the desirability of post-professor review.

Recommendations will be due to the president and the Academic Senate by May 1, 2009.

- 3.8 By July 1, 2009, the president will appoint a task force (co-chaired by the provost and vice president for finance) to develop a plan to address the impact of the high cost of housing in the Bay Area as a significant factor in faculty and staff hiring and retention. The Faculty Welfare Committee and the Staff Council will be consulted, and this plan may be linked to the next capital campaign. The task force will provide recommendations to the president by July 1, 2010.

4.0 *Facilities and grounds*

The visual appeal of the Saint Mary's campus quickly grabs the attention of visitors and lasts a lifetime. The College has long insisted on maintaining and developing the campus' aesthetic impact, and the College's layout and structures work synergistically with its statuary, other visual arts, and the Hearst Art Gallery.

All recognize the need for further development of the facilities' functionality. Work addressed partially in the past now requires unified analysis and resolution. One retreat described College facilities this way: "Beautiful surroundings, however, outdated facilities, inadequately maintained. Inadequate office space, inadequate classrooms and equipment. Lack of technology. Residence halls need Help!"

The facilities maintenance audit conducted in the fall of 2006 marks an important first step and makes clear how much more must be invested on an annual basis in order to simply maintain current standards.

Initial work must occur in the next several years on a student recreation center and baseball stadium, but those important projects are only the beginning. As projections for enrollments, programs, and staffing sharpen in the coming years, the additional needs of the campus will become clear and help to define the facilities component of the sesquicentennial campaign.

- 4.1 By July 1, 2008, the president will begin to implement a plan to fully fund depreciation expense.

- 4.2 By July 1, 2008, the president will allocate funds to maintain and improve athletic facilities. These funds will initially provide for dedicated maintenance workers.
- 4.3 By July 1, 2008, the president will begin to allocate funds to purchase and maintain science lab equipment.
- 4.4 By July 1, 2008, the president, working with the Board of Trustees, will assess the appropriateness of leasing or acquiring the space adjacent to the Rheem campus. This assessment will include a consideration of long-term strategic planning for programming off the main campus, the current and future uses of the existing Rheem campus, and its impact on community relations.
- 4.5 By December 1, 2008, the president will charge the vice president for finance and the executive director of physical plant with development of a multi-year action plan for environmental, energy and other utilities stewardship of the College's buildings and grounds and other operations. Current and emerging cost and resource savings and environmental enhancing measures will be identified and developed. This multi-year action plan will be completed by December 1, 2009.
- 4.6 By July 1, 2009, the president, in consultation with the vice president for finance and the Board of Trustees, will select and charge an external firm with updating, by December 1, 2009, the campus master plan, including the Rheem campus. The plan will be informed by the results of various other planning exercises, such as fiscal modeling of various enrollments, student metrics, marketing plans, and the improved coordination of graduate programs.

5.0 Advancement and other funding

There is no question that the needs of Saint Mary's College would be significantly enhanced with an endowment of another \$150-to-\$200 million, or a total of \$300-to-\$350 million. This level of endowment, while achievable, will likely take many years. Thus, close attention must be paid not only to the annual fund, but also to savings and revenues possible from educational and administrative programs, reallocation of resources, and tuition.

Within recent years the College's advancement function has undergone significant staffing changes and now has begun the time-consuming and essential task of implementing best fundraising practice. The long-standing

model of presidential cultivation of a handful of major donors has, nationwide, moved in recent decades to incorporate a broad base of potential donors. Annual giving remains the foundation, but more emphasis is now placed on continued attention to major gifts, essential investment in planned giving, and well-timed comprehensive campaigns, such as the sesquicentennial campaign.

The recent surge in alumni interest marks one of the many opportunities for the College in the years to come. Given the good will of the College's alumni, careful attention must be given to lifting their participation in events, giving, and overall involvement.

- 5.1 By July 1, 2007, the president will charge the vice president for advancement with creating, by January 1, 2008, a comprehensive plan to enhance and extend alumni relations for graduate and undergraduate alumni.
- 5.2 By July 1, 2007, the president will charge the vice president for advancement with preparation, by July 1, 2008, of a plan for all advancement activities, including required programs, staffing, facilities, and expected returns. This plan should include annual, major, and planned giving, a facilities campaign for the next several years, and a framework for the sesquicentennial campaign.
- 5.3 By January 1, 2009, the president will appoint a steering committee, supported by the vice president for advancement, to begin preparations for the sesquicentennial campaign and to manage the major gift campaign. This steering committee will create a case statement developed to support this strategic plan.
- 5.4 By January 1, 2010, the president will, in consultation with the Board of Trustees, appoint a sesquicentennial committee to plan the events and ceremonies.

6.0 Administration, decision-making structures, and effectiveness

A consistent theme throughout all of the retreats was the importance of administrative efficiency, effectiveness, customer-service, responsiveness, decisiveness, and accountability. These characteristics are essential to advancing the College. Improvements in operations are one of the significant goals of this plan.

The retreats revealed widespread concerns with decision-making structures conceived during an earlier era of institutional life. Faculty and administration should engage in an intensive review of how best to cultivate the leadership they require while making their contributions most meaningful and helpful.

- 6.1 By July 1, 2007, the president will charge the provost and the chair of the Academic Senate with establishing a task force of faculty and administration representatives to develop a plan for reducing problems of communication and procedures that impair shared academic decision-making. The task force may consider the creation of a “ways and means” process, including members of the Cabinet as needed, by which proposals are audited and accurately routed before lengthy committee work begins. The task force will present its recommendations to the provost and Academic Senate by January 1, 2008.
- 6.2 By July 1, 2007, the provost will charge the Academic Senate with providing, by May 1, 2008, an analysis of the efficiency and effectiveness of its current committee structure. The provost will provide adequate resources to enable the Senate to study faculty governance structures in other colleges and universities.
- 6.3 By September 1, 2007, the president will charge the Technology Advisory Committee with providing, by May 1, 2008, a full evaluation of the College’s current status and needs in the area of technology, both administrative and academic. The president will provide funding for the use of a firm that specializes in the assessment of technology.
- 6.4 By October 15, 2008, the president will assess the effectiveness of the Cabinet structure, including a review of staffing, reporting relationships, and titles.
- 6.5 By September 1, 2008, the president will charge the Cabinet with developing, by May, 2009, a set of procedures to assess the efficiency and effectiveness of all administrative units and functions at the College. The Cabinet will oversee implementation of the process, possibly engage the services of consultants with special expertise in the department being reviewed, and appoint a Cabinet member or members to lead each review. The Cabinet also will return a recommended sequence in which the reviews should take place, beginning in the academic year 2010-2011.

7.0 Corporate Structure

The dedication to Saint Mary's of its Board of Trustees and Board of Regents has been remarkable. The benefits of their loyalty will grow in the years to come as the vision for the College begins to acquire greater definition and clarity. At the same time, the Board of Trustees should continue to consider its efficiency, effectiveness, workload, contributions to College life, and best alignment with the College's emerging structures and priorities. In addition, Saint Mary's has time to plan for a future with fewer Christian Brothers.

- 7.1 By July 1, 2007, the Board of Trustees will appoint a task force to review, in collaboration with the Corporation, its structure, functions, charter, and bylaws. The Board of Regents will be included in this study. A report from this task force should be delivered on June 1, 2008.
- 7.2 By July 1, 2008, the Board of Trustees will charge the president with preparation, in collaboration with the Corporation, of a long-term plan for the Lasallian stewardship the College. The plan will encompass mission, ownership, and governance. The president will deliver this plan to the Board of Trustees by July 1, 2009.

8.0 Long Range and Continuous Strategic Planning

This Strategic Plan 2007-12 is a medium range plan intended to set the stage for further work, such as the College's sesquicentennial activities. Based on College traditions and mission, and emerging goals and themes affirmed during the past year, this plan outlines specific tasks that will advance the College toward its shared vision.

These goals and themes, as well as characteristics of the College that go even deeper into its core identity, should be regularly reviewed. Many of the specific tasks outlined in this plan call for research and initiatives that will naturally call for revisions to this plan; so too will unexpected changes in the environment for higher education. It is essential that the president and other leaders guide the planning process with expanded statements of institutional direction, and with means of assessing and systematically revising this plan.

The following tasks will allow the College to develop a strategy for planning based on a long-range vision of the College's mission, capacity, and inclusive identity. In addition, they create structures for assessment, continuous stewardship, and further mid-range planning.

- 8.1 Those parties responsible for various tasks in parts 1-7 of this plan are tasked to identify the intended results of the task, the means of assessing those results, and the recommended use of the assessment. Beginning July 1, 2007, the Office of Institutional Research will begin to support these assessment efforts and develop a means by which to track and manage all data and decisions that result from parts 1-7. The data generated from this work will be used in further strategic planning efforts as well as regular decision-making and planning exercises.
- 8.2 By January 1, 2008, the president will appoint a strategic planning committee to review regularly all initiatives resulting from this plan, including results achieved and assessed. By July 1, 2011, the strategic planning committee will develop, in order to support the president's statement of institutional direction, a new or revised Strategic Plan 2012-17. The College should continue to develop five-year plans on a continuous cycle.
- 8.3 By September 1, 2010, the president will present to the College community a statement of institutional direction that articulates a long-term vision for the College. This statement, based in part on input from multiple College stakeholders, will include a consideration of demographics (size and nature of the student body), academic programming (undergraduate and graduate growth and outreach), student life, facilities, organizational structures, athletics, financial resources, and other key variables to the College's identity. In addition, it will be informed by a comparative analysis of other competitors and exemplars. The president will be assisted by the Strategic Planning Committee, and will consult with the Board of the Trustees. This statement of institutional direction should be revised on the five-year cycle previously described.

9.0 *Implementation and Funding*

In addition to tasking individuals with performing research and outlining recommendations, this plan anticipates adjustments to the College's operating budget.

Current assumptions and projections show that the College's operating budget will increase from \$93.1 million in fiscal year 2007-2008 to \$110.1 million in fiscal year 2011-2012. The major budgetary projections assume "steady state" total undergraduate enrollment of 2,496 with 6% to 7% increases in undergraduate tuition and 4% increases in faculty and staff salary pools. The major budgetary projections also assume net income

from graduate and professional programs growing from \$4.4 million in fiscal year 2007-2008 to \$6.9 million in fiscal year 2011-2012 and appropriations for depreciation expense at \$0.8 million though fiscal year 2011-2012.

An estimate of the incremental cost of anticipated adjustments to the existing budget projections has been provided in the table entitled "Estimated Cost of Implementation.". This table reflects the possible budgetary impact of certain tasks within the Plan that may result in operating budget adjustments. The total estimated budgetary impact reflected in the table represents a change of between .4% and 1.6% of the total operating budgets currently projected.

It should be noted that the costs of anticipated adjustments projected in the table are estimates. Cost figures that are more precise will be developed as specific tasks are completed.

- 9.1 By July 1, 2007, the president will charge the vice president for finance, in consultation with the College Budget Committee, with recommending funding strategies to meet the financial impacts of the strategic plan over the next five years as projected in the Estimated Cost of Implementation table. The Budget Committee will consider and recommend ways of enhancing revenue and/or realigning resources to meet the financial impacts as outlined in the table, recognizing that there will be changes needed to the initial estimates as research is completed and recommendations are made.

Saint Mary's College of California
Estimated Cost of Implementation

Task	Description	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
Estimated Permanent Budget Increases						
1.2	Creation of centralized function for scheduling / promotion	10,000	600	636	674	715
1.3	Extension of advising services to improve retention		100,000			
1.10	Marketing of undergraduate and graduate programs		100,000	100,000	100,000	
1.12	Increased revenues from use of enrollment software			(250,000)	(15,000)	(15,900)
2.1	Grants and contracts officer**	38,000	4,680	9,961	25,258	5,574
	**Net of endowment support for phase in of grants officer (2008 \$40,000, 2009 \$30,000, 2010 \$20,000, 2011 \$0) and potential income from indirect cost allowance from grants					
2.5	Administrative structure to support graduate programs*	110,950	20,257	20,872	51,525	12,216
	*Net of endowment support for phase in of structure (2008 \$60,000 2009 \$50,000 2010 \$40,000, 2011 \$0)					
3.2	Increase in allocation for (faculty) professional development		50,000	50,000		
3.4/3.5	Phase in of salary initiatives		500,000	530,000	561,800	595,508
4.1	Phase in of full depreciation funding		500,000	500,000	500,000	500,000
4.2	Enhancement of athletic facilities		132,000	7,920	8,395	8,899
4.3	Support for renewal of science equipment		50,000	50,000	50,000	
5.1	Increased revenues from advancement plan***	(70,000)				
	***Net of increase in advancement operating expenses					
5.2	Sesquicentennial campaign costs			100,000	6,000	6,360
Total Estimated permanent budget changes per year		88,950	1,457,537	1,119,389	1,288,653	1,113,372
Estimated One Time Investments						
1.12	Enrollment management software		250,000			
3.4	Staff compensation specialist's fee	100,000				
3.5	Faculty compensation specialist's fee	50,000				
4.6	Master facilities plan update			300,000		
5.3	Ongoing expenses in celebrating the sesquicentennial					100,000
6.3	Consultant for technology review	100,000				
6.4	Consultant for review of administrative structure		25,000			
6.5	Consultant for ongoing administrative review		50,000			
7.1	Consultant for review of Boards of Trustees and Regents		50,000			
Total estimated one-time investments		250,000	375,000	300,000	-	100,000
Total estimated impact to College's operating budget		338,950	1,832,537	1,419,389	1,288,653	1,213,372
Estimated Non-Operating Capital Expenditures						
4.3	Purchase of adjoining facilities at Rheem Campus		5,250,000			
		-	5,250,000	-	-	-

Notes:

The first section of the table shows the potential permanent adjustments to the College's annual operating budgets. These permanent adjustments not only impact the fiscal year in which they originate, but also carry forward into future fiscal years. In the case of salary or tuition, an additional 6% has been added to the future year budgets.

The second section of the table reflects the estimated one-time costs of various tasks. These costs are expended in the fiscal year in which they originate, with no additional future impact. An example of these costs is the purchase of enrollment management software or the hiring of a consultant to update the Campus Facilities Master Plan.

Where applicable, costs in the table are shown net of related funding sources. If the task requires a one-time expenditure, but is expected to result in on-going revenue, the revenue will be found in the permanent adjustment section of the table.