



**The Strategic Plan**  
**for**  
**Landmark College**

*Public Version*

**Final**  
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## Our Mission

Landmark College's mission is to transform the way students learn, educators teach, and the public thinks about education. We provide highly accessible approaches to learning that empower individuals who learn differently to exceed their aspirations and to achieve their greatest potential. Through the Landmark College Institute for Research and Training, the College aims to extend its mission across the nation and throughout the world.

## Our Impact

Landmark College is a two-year liberal arts institution of higher education, serving students with learning disabilities and attention deficit disorders, which fosters the capacity for independent creative thought and engaged and responsible world citizenship. Integrating principles of universal design and strategic learning within a technology-rich, learning-centered environment, Landmark's faculty and staff bring unprecedented experience and expertise to their work with students. In the classrooms and residence halls, through the advising model, and through an extensive network of support systems, students receive a high degree of individual attention as they develop self-understanding, self-advocacy and lifelong learning skills, and learn to function autonomously in mainstream settings.

In recognition of the great societal need for effective educational programs and practices, the Landmark College Institute for Research and Training (LCIRT) engages in and supports research relevant to the field, and provides consultancy and professional development opportunities to educators and educational systems, both nationally and internationally, extending Landmark's mission across the nation and throughout the world.

Through programs for high school and visiting college students, on our Vermont campus and in other settings, Landmark seeks to reach a broader population of students than it can serve in its degree programs alone, providing short-term courses of study, focused on self-understanding and strategy development, with the goal of preparing students to better succeed in their own academic settings.

## Our Values

Landmark College acknowledges, but does not accept, the societal practice of labeling and stigmatizing students who learn differently. Every aspect of the campus environment is designed to promote individual development and peer interactions that challenge the fundamental assumptions inherent in these labels and that build on the strengths and talents that accompany different ways of learning. The College provides a collaborative teaching and learning environment that supports students in finding their own educational uniqueness and in confidently engaging with and contributing to society and the world. Simply put, we approach every student as a distinctive individual learner with enormous potential and promise.

We strive to create and foster a collaborative academic community in which commitment to mission, experience, research, reflection, and dissemination in the processes of teaching, learning, and support for students, are core values of the work of faculty and staff. In this environment, we consider students our partners in learning; we value their wholeness, humanity, and resourcefulness; we embrace the strengths and challenges they bring to their learning and our teaching; and we care about them as individuals, working with them in groups and one-on-one, so that each student can reach his or her greatest academic potential.



# STRATEGIC FRAMEWORK

## Strategy for 2009-2011

Landmark College's strategic plan is designed to cover the period 2009-2011, a three year cycle which includes the College's 25<sup>th</sup> anniversary celebration year. The College has defined a **strategic framework** to guide its planning, objectives, and activities over the three year period. The strategic framework is focused on both our *organizational strategy* (who we are; who we serve; clarity regarding our social value and purpose), and our *value strategy* (competitiveness, capabilities, support, and position in the field and market). In formulating our strategy, we have attempted to create an ambitious but realistic framework for planning and organizational development over the three year strategic cycle. Landmark College's strategic framework comprises five main elements, in order of organizational priority and strategic impact:

1. **Access to a Landmark Education:** Build on our success in developing understanding and support among our constituents, with the explicit intent to create the foundation for a substantial scholarship endowment.
2. **Sustainability:** Conduct a comprehensive evaluation and planning process to restructure Landmark's programs and organizational systems, in order to assure that the College is sustainable and positioned to remain an enduring international leader in higher education.
3. **Core Programs:** Continue refining, augmenting, and improving our core programs and resources to further establish and solidify our position as the leader in the field and to provide transformational experiences to students who learn differently.
4. **External Opportunities:** Expand the reach and impact of the College through the activities of the Institute for Research and Training and through collaborative approaches to related strategic initiatives, which support our objective to extend our mission "across the nation and throughout the world."
5. **Alumni Leadership:** Build a strong alumni relations capacity, to ensure that Landmark College becomes and remains a resource and center for alumni activities, and benefits from the leadership and support of its growing body of alumni throughout the nation and world.



## Summary

Our primary objective is to establish Landmark College as an **enduring international resource**, providing accessible, transformational educational experiences to a diverse spectrum of learners, and extending our mission externally, “across the nation and throughout the world.”

Landmark must build on its success in developing understanding and support among our broad circle of supporters. Continuing to innovate, to lead the field, and to provide educational opportunities to students, depends in large part on the College’s ability to create a general endowment, to defray capital costs through capital fundraising and judicious debt, and to significantly augment scholarship dollars through a robust annual fund and major giving for endowment.

Our long term strategy depends on strengthening and augmenting our core programs, developing plans for expansion of our reach, reputation, and external initiatives, and creating a foundation for moving Landmark, over time, from being almost wholly tuition-driven toward a more robust and sustainable financial and programmatic model, one based on a healthy distribution of revenue sources ranging from tuition, to endowment, to multiple incremental revenue streams related to Institute operations, strategic initiatives, and new, campus-based program development.

The College must assure that its core degree and other programs are developed in a way that enables it to continue to set the standard for the education of individuals who learn differently. Planning, implementation, and resource allocation must assure that programs, curriculum, instruction, and support systems continue to develop and innovate, and become increasingly effective, keeping pace with developments in research and theory. Effective, concerted efforts of all departments that contribute to the success of the core programs will be required. A focus on effective use of resources to **maximize student outcomes** will be required in every area of the College to assure our enduring value to students throughout the nation and world.

A mandate inherent in Landmark's mission is to develop and disseminate strategies and techniques that will improve upon current educational approaches and raise the international standard in teaching students who learn differently. During the three year span of our strategic plan and beyond, the Landmark College Institute for Research and Training will spearhead efforts in this realm of the mission, which must include development of a broad, College-wide approach to organizing and expanding the program development activities of the College, drawing on its comprehensive resources and its evidence-based practices.

Finally, Landmark College intends to utilize the involvement and leadership of our growing body of alumni throughout the world who can provide witness to the transformative effects of the Landmark educational approach.

**Clarity about our purpose, honesty about our capabilities, challenges, and potential, are all vital to the establishment of a motivating vision and an effective strategic plan. The Board, the President, the senior leadership team, the faculty, and the staff believe that there is vision and transcendent value in Landmark College’s purpose, and that, by enacting our mission each day with passion and integrity, we serve a vital global need and transform lives.**

